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ABSTRACT

The University of Puget Sound's (UPS's) transfer student project was designed to aid black community college transfer students in pursuing a baccalaureate degree in business administration. Initially, Tacoma Community College (TCC) was targeted as the project partner because of its close proximity to UPS, its large minority population, and the ease of course transferability. The project involved the recruitment of TCC students; student transcript evaluation and testing; student visits to UPS for academic advising, career counseling, financial aid guidance, and visits to a business class; and receptions with UPS business faculty and students. In addition, the Black Student Union (BSU) became involved in the project. In meetings with community college students, the BSU president discovered several reasons that black students did not consider transferring to UPS, including a general apathy toward higher education, perceptions of UPS as an "all-white" institution with culturally and socially inadequate programs, and a feeling of inadequacy and lack of preparation. Plans for the expansion of the project include the addition of Pierce College as a target school and the provision of transfer information to all applicants from TCC and Pierce College. Appendices to the project report include information on program costs; materials used in counseling, recruitment, and other project activities; a consultant's report; results of student testing and transcript evaluations; and promotional materials. (LAL)

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UNIVERSITY OF PUGET SOUND

AMERICAN ASSOCIATION OF COLLEGES/MELLON FOUNDATION

TRANSFER STUDENT PROJECT

1985-86 REPORT

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JC 860 488

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May 20, 1986
AAC/Mellon Transfer Student Project
University of Puget Sound
1985-86 Report

Introduction

The University of Puget Sound transfer student project is designed to aid Black community college transfer students who are interested in pursing a baccalaureate degree in business administration. Initially, Tacoma Community College was targeted as our project partner due to its close proximity to the Puget Sound campus, a large minority student population, and ease of academic coursework transferability.

A primary outcome of the project will be the counseling and support of Black students in completing a degree in business administration. In addition, secondary outcomes include the development of a program that promotes academic advising by the four-year institution while the student is enrolled at a two-year college, the identification of difficulties associated with the process of transfering, the opportunity to involve faculty members from the four-year institution with students of the two-year colleges, and the provision of career guidance for students of the two-year college by the career center of the four-year institution.

A projected calendar of events was established to work within the framework of both a quarter calendar college (Tacoma Community College) and a semester calendar college (Puget Sound). Identification of project participants was targeted for October 15, 1985. Subsequent dates of October 30, 1985 (campus visitation, transcript evaluation, and testing), December 15, 1985 (career center advising, class visitation, academic advising meeting), March 15, 1986 (repeat of December 15, 1985 program), and May 15, 1986 (reception) were set to complete the five phases of the project. (See Exhibit A.)

Project Coordination

Coordination of the project between Tacoma Community College and Puget Sound was to begin on August 14, 1985. Unfortunately, the initial meeting with Carl Brown, Dean of Support Services at Tacoma Community College, was cancelled. He felt that it was more important to work between the two college presidents in establishing the proper communication channels before beginning the project.

Formal coorespondence between Dr. Carleton M. Opgaard, President of Tacoma Community College, and Dr. Philip Phibbs, President of the University of Puget Sound, was completed by early October with the introduction of the project coordinators on each respective campus. Jim Carroll, Special Programs, has been designated as the project coordinator at Tacoma Community College. The initial project introduction meeting was set for October 14, 1985.

Initial Coordinators Meeting

The introductory meeting for the Tacoma Community College-University of Puget Sound Minority Project was held at Tacoma Community College on October 14, 1985. The meeting encompassed design and layout of the project in addition to discussion of possible outcomes hoped for by both institutions.

In light of the fact that the project was already behind the proposed calendar, a revised timeline was implemented. It was suggested that the initial letter to the students be drafted by the end of October for participant selection. The primary participant selection meeting was scheduled for Friday, October 25, 1985 with each subsequent project phase moved back appropriately.

The revised project plan would be as follows:

Minority Project Outline

PHASE I

1. Students to participate from Tacoma Community College campus
   - 10-15 student needed
   - 30-80 quarter hour credits
   - 2.00 cumulative grade point average

2. Student transcript evaluation
   - evaluated for Puget Sound core
   - evaluated for busiess administration core

3. Student testing
   - new student test battery through Learning Skills Center

4. Visit to Puget Sound campus
   - Academic Advising dealing with course transferability and skill building
   - Career Development Center
   - Financial Aid
   - Visit to business class, preferably upper-division
   - Reception with Puget Sound business faculty and students and selected administrators

PHASE II

1. Meet with Career Development, Academic Advising, and class visit

PHASE III

1. Repeat of Phase II

PHASE IV

1. Final reception with Tacoma Community College, Puget Sound personnel, students and faculty.

PHASE V

1. Reporting of project

In addition, the revised project timeline for fall quarter is as follows.

Minority Project Timeline

October	
14	Meeting at Tacoma Community College with Jim Carroll
17	Letter to minority students drafted
24	Letter sent to selected students
November	
1	Deadline for Notification of selection acceptance
4	Transcripts evaluated by University evaluators and business department
7	Learning Skills Center testing
12	Campus visit (to include Academic Advising, business department, financial aid, Career Development Center, class visit, and reception)
19	Arthur Cohen visit
December	
1	Follow-up report

Primary Participation Selection Meeting

The project coordinators met on October 25, 1985 for the primary selection of project participants. Jim had selected 30 possible students. In addition, a student that had contacted Puget Sound was added to the group. Each student was selected on the basis that they meet the minimum qualifications of the project:

1. are minority, specifically Black students,
2. currently attend Tacoma Community College,
3. are planning a degree in business administration,
4. have completed between 30 and 80 quarter credits,
5. have maintained a minimum 2.0 cumulative grade point average

Students were selected on the recommendation of advisors, business faculty, and Jim Carroll. It proved difficult to trace all possible participants since majors are not declared and students may be unrecognizable as future business administration transfer students.

Also, a difficulty arose in the fact that a number of candidates appeared to be under the 2.00 cumulative grade point average, as well as having completed in excess of the desired credits. Due to this problem, the student would be unacceptable for transfer to Puget Sound or any other four-year college or university. One example:

student: Jane
credits: 200 + cumulative
GPA: 1.41 cumulative

The final selection of possible project participants is as follows:

Total selected: 31
Grade point range: 2.50-3.40, 14 selected
1.75-2.49, 17 selected

We did not find many students on the higher end of the grading scale. Most fell in the 2.25-2.75 range. A good number of students are clustered around the 2.00 area. This may prove to be a problem. The average entering GPA of community college transfer students to Puget Sound is a 3.01, cumulative.

Selection letters were targeted to be mailed between October 25 and October 28, 1985. (See Exhibit B.) Of the 31 possible participants, we hoped to reach a target of 10-12 active participating students.

Meeting with Participants

The coordinators met with five interested/participating students at Tacoma Community College on Friday, December 6, 1985. This was the last day of regular classes before fall finals. Jim Carroll coordinated the initial meeting. He phoned all 31 candidates the week of December 2-6 as a follow-up to the introductory letter and further explained the program.

The program was explained at the meeting and all seemed willing to participate. The next phase of the project, student testing through the Learning Skills Center at Puget Sound, was set for Monday, December 16, 1985 from 9:00 to 11:30 a.m. A complimentary lunch in the dining hall followed.

Additional materials were distributed at the meeting in a Puget Sound folder, including a campus map, Puget Sound-Tacoma Community College equivalency sheet, BPA brochure, "The Trail" student newspaper, and business cards for contact. (See Exhibit C.)

A follow-up reminder letter was sent on December 10, 1985 regarding the testing. The testing was scheduled with Dorothy Lee of the Learning Skills Center. Also at the meeting, evaluation of transcripts was discussed in relation to total transferable credits, cumulative grade point average, University core requirements, and School of Business and Public Administration core requirements. (See Exhibit D.) All students gave a verbal agreement to release transcripts to the Office of Admission at Puget Sound.

Transcript Evaluations

Unofficial transcript evaluations were completed on December 9, 1985. The students all have completed a substantial volume of non-academic and non-college level work.

Ranges

Cumulative credit: (non-evaluated)	54-147 quarter credits 9-24.50 units*
Cumulative credit: (evaluated)	21-75 quarter credits 3.50-12.50 units*
Cumulative grade point average: (non-evaluated)	1.60-2.36
Cumulative grade point average: (evaluated)	1.71-2.39
Completed University core: (evaluated)	5-45 quarter credits .83-7.50 units (8.33 maximum)*
Completed BPA core: (evalated)	0-5 quarter credits 0.00-.83 units (5.83 maximum)*

*Note: one unit = six quarter credits

As can be seen by the statistics above, all of the students are borderline to meeting the minimum 2.00 grade point average to be considered for admission at Puget Sound. Also, one student has already been denied by the University. We seem to have attracted a poorer quality participant than anticipated.

Participant Testing

Testing for all five participants was scheduled for Monday, December 16, 1985 from 9:00 - 11:30 a.m. Unfortunately, only two participants were present. Both arrived prior to 9:00 and began testing in the Learning Skills Center. The testing concluded at 11:40 followed by lunch in the dining hall. Cynthia Ricks, Puget Sound's Black Student Union Co-President, made a guest appearance between her finals and introduced herself to our guests. Lunch concluded at 12:30 p.m.

A short meeting in the Office of Admission explained the remainder of the project and the time commitment. Both seemed very interested in continuing to the next phase.

Results of the testing arrived from the Learning Skills Center the following day. Unfortunately, both participants scored decisively below the average of our freshman and transfer students from Fall, 1985. (See Exhibit E.) In working with the students, suggestions

were made as to which skills need to be improved. Problem areas of math and English seem to be the greatest downfall of the students. Both participants have not reached an adequate level of math competency, which is probably why they scored extremely low in the math testing phase.

After review of the first few months of the project, the project coordinators met January 13, 1986 to discuss plans to increase the student participant pool for winter quarter. Unfortunately, Jim was not too receptive to adding or working with another group of students. The highlights of the meeting included discussion about increasing the participant pool and expansion of the pool to include non-business administration students while maintaining the minority student emphasis.

Class Visitation to Puget Sound

As part of the transfer session, each student was invited to participate in a class visitation(s) of a 300 or 400 level business course. Unfortunately, by April only one participant remained active in the program. The student attended BPA 454, Business Policy, Monday, April 7, 1986. Unfortunately, he had applied for Fall, 1985 and was denied admission. After speaking with him, his GPA improved, but it may not have improved to the point that he will be able to survive the academic rigors at Puget Sound.

Each student was also invited to the Transfer Student Evening held Tuesday, April 29, 1986. This event included campus tours, a general information session, financial aid information, departmental presentation, and a reception. None of the students participated in the program.

Project Consultation with Arthur Cohen

Arthur M. Cohen, President of the Center for the Study of Community Colleges, arrived on campus November 19, 1985 to observe the project and offer suggestions for improvement. Arthur was able to observe and evaluate the project scope and calendar, review transfer policies including transcript evaluation and articulation agreements, meet with Jim at Tacoma Community College, and meet with Cynthia Ricks, Black Student Union Co-President at Puget Sound.

Before departing Cohen suggested several options for increasing the participant pool. These suggestions were also received as a written report several days later. Highlights are as follows:

1. Increase the pool by including non-business administration students.

2. Utilize former Tacoma Community College students as possible student transfer advisors.

3. Use the Puget Sound Black Student Union as a resource on the Puget Sound campus as well as working with Tacoma Community College.

4. Utilize Puget Sound's School of Business and Public Administration faculty as liaisons between Puget Sound and Tacoma Community College.

5. Pair Puget Sound students with Tacoma Community College visitors while on campus. (See Exhibit F.)

Black Student Union at Puget Sound

On the recommendation from David Dodson, Dean of Students at Puget Sound, Cynthia Ricks, Co-President of the Black Student Union (BSU), was contacted to solicit help with the project. She volunteered her services, as well as the services of the BSU in working with possible transfer students.

During the initial meeting, Cynthia's role was more clearly defined. The BSU at Puget Sound had been planning to organize joint programs and activities with BSU's at Tacoma Community College and Fort Steilacoom Community College. Cynthia would work behind the scenes to encourage participation of the community college students. She also guaranteed the cooperation of the BSU in the student project.

In follow-up meetings, Cynthia reported several reasons why minority students, particularly Blacks, hesitate to consider Puget Sound. Through the meetings at the community colleges and while talking with currently enrolled Black, Puget Sound students, she uncovered several reasons for a student not to consider the University. These include:

1. A general apathy to higher education,
2. An "all-white" institution,
3. Culturally and socially inadequate programs at Puget Sound,
4. A feeling of inadequacy and lack of preparation related to the academic rigors of a four-year university,
5. Fear of failure at a prestigious school,
6. Cost of the education.

It is interesting that as the items came up in conversaton, the cost of the education appears as number six in the list.

Addition of Pierce College

In order to expand the student participation rate for 1986-87, Pierce College at Fort Steilacoom, formerly Fort Steilacoom Community College, will be added as a target school. Pierce College currently has the fifth highest number of minority students in the Washington community college system. In addition, its close proximity to campus will enable the project to be expanded with

little logistical difficulty. However, the biggest factor is that the currently enrolled Black transfer students from Pierce College outnumber transfers from Tacoma Community College, 2 to 1.

The project at the Pierce College campus will be coordinated with Darvi Carter, Director of Minority Affairs. A formal planning meeting will take place in mid-June, 1986.

Expansion in 1986-87

The transfer project has many important features in which all prospective or enrolling transfer students should take part. In addition to the minority student pool, letters explaining the transfer student programs, visitations, and orientation were sent to all Fall 1986 applicants from Tacoma Community College and Pierce College. Each student was encouraged to participate in all phases of the program. (See Exhibit H)

The primary focus for 1986-87 will be the expansion of the participating students. In addition to including Pierce College in the project, several other approaches will be implemented. First will be the designing of a brochure.

Upon review of the University of Arizona's AAC/Mellon project brochure and current Puget Sound visit brochures, work began on a similar means of attracting prospective participants. It is the hope of the project coordinators that the brochure can be used for display purposes at the appropriate offices at the community colleges, for Puget Sound admission and School of Business and Public Administration visitations, and for a general mass mailing to minority students at the two campuses.

By mailing the attached postage-paid return card, a student can arrange campus tours, appointments, and class visitations as well as request appropriate transfer student information. (See Exhibit G.)

A concern over the recruitment of minority students by Pacific Lutheran University may become a factor. Currently, minority students who have a minimum cumulative 3.00 grade point average are eligible for renewable $2,000 scholarships. Puget Sound currently cannot compete without increased funding.

A second issue of importance is the availability of grant and/or scholarship funds that are available for incoming transfer students. (Work will begin with the Financial Aid Office to strengthen the funding for 1986-87.)

May 20, 1986
AAC/Mellon Project
Expenses to Date

Date	Item	Charges	Balance
10/1/85	Beginning Balance	$4,828.00CR	$4,828.00
10/11/85	Admission Travel	524.32	4,303.68
10/23/85	IVI Travel, Inc.	118.00	4,185.68
11/29/85	Postage	22.63	4,163.05
12/19/85	Puget Sound Nat. Bank	28.17	4,134.88
12/19/85	AAC/Mellon Payment	5,000.00CR	9,134.88
2/28/86	Food Service	14.85	9,120.00
3/23/86	Mileage Reimbursement	9.00	9,101.03
5/23/86	Cohen visitation meals	23.56	9,077.47
*			
**			

Projected Expenses 1986-87

6/1/86	Admission Travel	$ 500.00
9/1/86	Brochures	650.00
10/1/86	Postage	150.00
12/1/86	Food Service	200.00
1/1/87	Miscellaneous	250.00
	Total	$1,750.00

* Arthur Cohen visit of 11/19/85 has not yet been billed.
** March postage yet to be billed: $17.38

Conclusion

It appears that all of the tools are in place to enable the program to begin showing results. Continued cooperation between the community colleges is expected, however, Tacoma Community College is a concern. Persistence may be a key in this issue.

It is the hope of the University of Puget Sound that the current relationship between Tacoma Community College and Pierce College at Fort Steilacoom will continue to grow and flourish.

Exhibit A

MINORITY PROJECT OUTLINE

PHASE I

1. Students to participate from Tacoma CC campus
   - 10 - 15 students needed
   - 30-80 quarter hour credits
   - 2.00 cumulative grade point average

2. Student transcript evaluation
   - evaluated for Puget Sound core
   - evaluated for business administration core

3. Student testing
   - new student test battery through Learning Skills Center

4. Visit to Puget Sound campus

   - Academic Advising dealing with course transferability and skill building
   - Career Development Center
   - Financial Aid
   - Visit to business class, preferable upper-division
   - Reception with Puget Sound business faculty and students and selected administrators

PHASE II

1. Meet with Career Development, Academic Advising, and class visit

PHASE III

1. Repeat of Phase II

PHASE IV

1. Final reception with TCC, Puget Sound personnel, students and faculty

PHASE V

1. Reporting of project

MINORITY PROJECT TIMELINE

October

14	Meeting at Tacoma CC with Jim Carroll
17	Letter to minority students drafted
24	Letter sent to selected students

November

1	Deadline for notification of selection acceptance
4	Transcripts evaluated by University evaluators and business department
7	Learning Skills Center testing
12	Campus visit (to include Academic Advising, business department, financial aid, Career Development Center, class visit, and reception)
19	Arthur Cohen visit

December

1	Follow-up report

The University of Puget Sound

Dear

Congratulations! You have been selected to participate in a unique educational experience. The University of Puget Sound, in conjunction with Tacoma Community College, will be working with selected students interested in pursuing a four-year degree in business administration.

You will have the opportunity to test your knowledge of transfer student requirements, find out what a 300 or 400 level business course entails, and find what your strengths/weaknesses are in relation to study skills and habits. Also, find out what financial aid opportunities await you as you plan a transfer program.

Even if you are not planning to transfer to Puget Sound, please take advantage of this educational opportunity. All we ask is a little of your time.

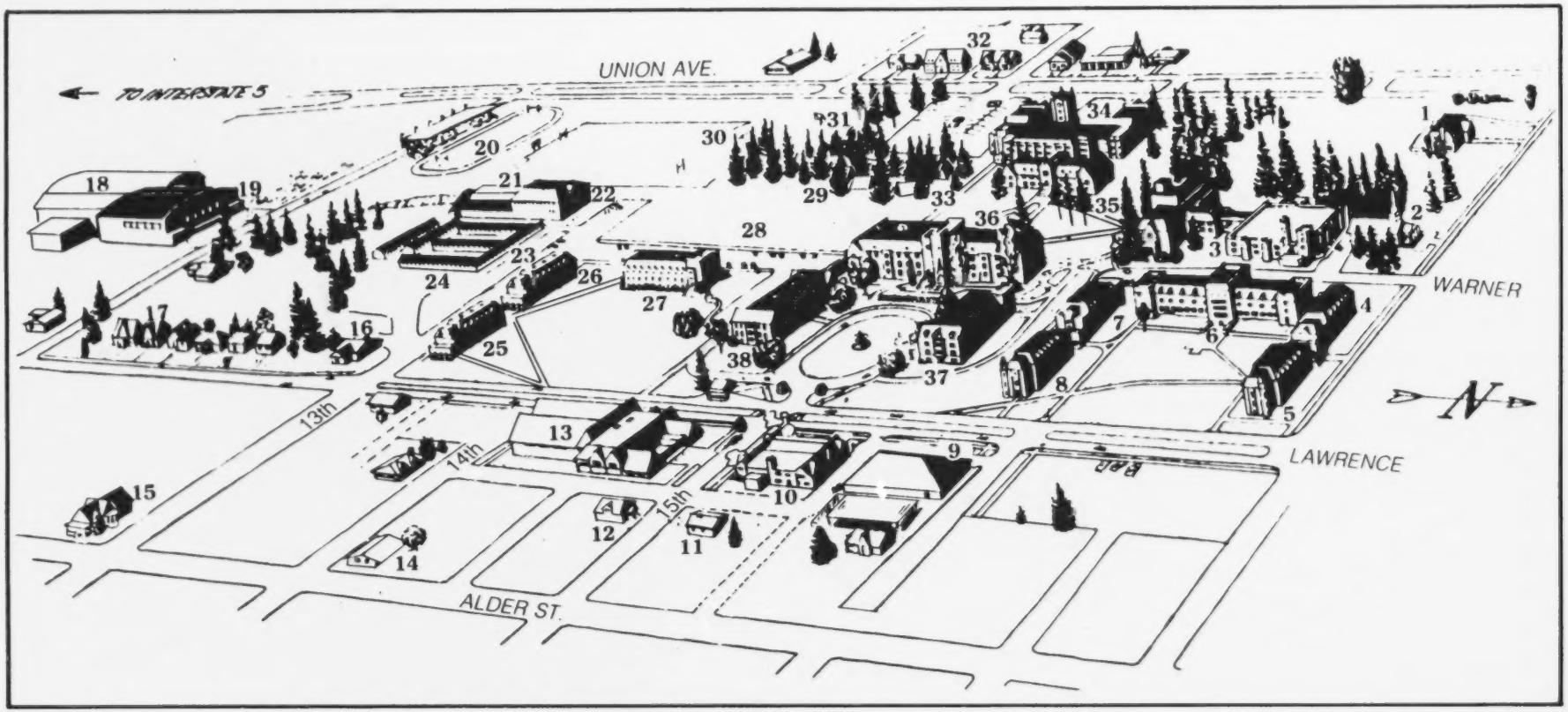
If you are interested in participating, or would like additional information, please see Jim Carroll, Special Programs, in Building #7, Room #15 on your campus by Friday, November 1, 1985. He will be happy to assist you. Thank you.

Sincerely,

Scott A. Copeland
Assistant Director
of Admission

UNIVERSITY OF PUGET SOUND
CAMPUS MAP

1500 No. Warner
Tacoma, WA 98416



1. President's House
2. Kilworth Chapel
3. Collins Memorial Library
4. Harrington Residence Hall
5. Schiff Residence Hall
6. Anderson-Langdon Res. Hall
7. University Residence Hall
8. Smith Residence Hall
9. Ceramics Building
10. Kittredge Hall
11. Academic Advising
12. Print Shop
13. Student Union Building
14. Niwa House
15. Langlow House
16. Personnel Office
17. Foreign Language Houses
18. Racquetball & Tennis Pavilion
19. Memorial Fieldhouse
20. Baker Stadium
21. Wallace Pool
22. Warner Gymnasium
23. Occupational Therapy/Physical Therapy
24. Plant Department
25. Seward Residence Hall
26. Regester Residence Hall
27. Todd Residence Hall
28. Todd Intramural Field
29. "A" Frames/Chalets /Residential Life Office
30. Burns Field
31. Tennis Courts
32. Union Ave. Residences
33. Security Office
34. Thompson Hall
35. Music Building
36. Jones Hall
37. McIntyre Hall
38. Howarth Hall

Exhibit C

DEGREE PROGRESS REPORT

University of Puget Sound
Office of the Registrar
Evaluation Unit
(206) 756-3219

Name _____ SS No. _____ Matriculating Term_____

GENERAL UNIVERSITY CORE REQUIREMENTS

REQUIREMENT	INST #	COURSES FULFILLING REQUIREMENTS
Written Communication		
Oral Communication		
Quantification		
Humanistic Perspective		
Historical Perspective		
Society		
Society		
Natural World		
Natural World		
Fine Arts		
Comparative Values		

CREDIT EVALUATION	DATES	UNITS EARNED:	UNITS GRADED:	GRADE POINTS:	G.P.A.:
UNIVERSITY OF PUGET SOUND					

TRANSFER CREDIT ACCEPTED: (converted to UPS units)

INST #						
1.						
2.						
3.						
4.						
5.						
6.						

Activity Units: _____
(1.50 units maximum allowed)

Academic Pass/Fail Courses: _____
(4 courses maximum allowed)

Total Transfer Credit: _____ _____ _____ _____

TOTAL CREDIT: _____

PLEASE NOTE:
If you have transfer course work not listed above it is your responsibility to have official transcript(s) sent directly to the Office of the Registrar for evaluation.

☐ The following require a full course description be submitted before a transfer evaluation can be made: _____

_____

☐ To meet the Natural World Core Requirement, we need verification of a laboratory or field work in the following course(s): ____

_____

For major requirements please see the current UPS Bulletin and your Academic Advisor. One UPS unit equals four semester hours or six quarter credits.

ACTION: _____Initial Evaluation _____Senior Evaluation _____Update _____Update

_____Junior Evaluation _____Final Degree Check _____Update _____Update

Bachelor of Arts in Business Administration

Required Preparatory Courses:

Puget Sound	Tacoma C.C.	Completed
Economics 101	Econ 201	_____
Economics 110	Econ 200	_____
Computer Science 155 or 161	None -	_____
Math 258	Math 157	_____
Math 271	Math 240,241 or Bus. 256	_____
BPA 213	Acct. 210,220	_____
BPA 225	None -	_____

The University of Puget Sound

Business & Public Administration

Our School of Business and Public Administration is designed to provide an education to students who see their future in the world of business, whether as business executives, managers, or entrepreneurs. The curriculum maintains a balance between specialized knowledge in particular areas within business and the analytical, communication, and interpersonal skills which are important to an understanding that extends beyond formal education. The University of Puget Sound believes that no specific skill will be as highly valued as a well-trained mind, and so professional study is built on a strong liberal arts core of classes.

Study in business and public administration at Puget Sound begins with mastery of a number of basic areas essential to the practicing manager: economics, writing, mathematics, and computer science. To this foundation you may add study in such areas as accounting, finance, management, marketing, public administration, or international business. We offer majors leading to the Bachelor of Arts in Business Administration and Bachelor of Arts in Public Administration. Also available are minors in Business Administration and Public Administration and a fifth-year Bachelor of Accounting Science major. The study of business combined with one or more other disciplines will further broaden your range of expertise. Beyond the obvious connections with areas such as international relations, economics, and computer science, study in business can be enriched by work in the foreign languages, social sciences, humanities, and the natural sciences. Our graduates have discovered that our program's combination of theory and practice, breadth of business preparation and opportunity for study in many other areas are great advantages at graduation.

We also offer a highly innovative curriculum, the Business Leadership Program, which is composed of a four-year program for highly talented business students.

The Business Leadership Program involves 30 freshmen each year in a special group led by two Puget Sound professors, one from business and one in the humanities, in partnership with top executives from leading Pacific Northwest corporations. The program is designed to develop graduates who can satisfy the needs of modern business, combining technical skills with highly developed communication skills. These goals are represented both in the curriculum to which all Program students adhere, and in the extra-curricular activities of the students, including visits to corporate headquarters, guest speakers, a summer internship, and a mentor relationship with an executive. Admission to the Program is by a special application process, including review of both academic performance and school and extra-curricular leadership activites. For more information, write to business Professor Robert Waldo at the address below.

In addition to strong academic training, our faculty has direct experience in business and non-profit organizations. This relationship between our faculty and professionals in the community is best typified by the newly-endowed Rogers Professorship. The first of its kind nationally, this endowment permits faculty members to serve as consultants, researchers and/or mediators to corporations for a duration of one to three years. This will continuously update the faculty's real "hands-on" experiences, from which their students are sure to benefit.

This blending of theory and experience is something we encourage among our students as well. Through the cooperative education and internship programs, you can supplement your academic work with practical experience in a variety of business and administrative settings. And, periodically, we offer field study courses to the Pacific Rim countries of Japan, Hong Kong, the People's

Republic of China, and Singapore.

Not only do Puget Sound business graduates have the business skills for a first job, but more importantly, they also have the capacity for growth and the breadth of knowledge required as their goals and interests change and grow. They can be found in virtually every area of business, and in other areas as well. They are managers, marketing directors, accountants, bankers, attorneys, buyers, writers, and computer specialists at firms including Boeing, Weyerhaeuser, Nordstrom, Ernst and Whinney, and Eddie Bauer. They have been placed in positions both in the Northwest and nationally. They are graduate students in business or professional schools throughout the country, and have graduated from such prestigious schools as Dartmouth, the University of Washington, Stanford, and Northwestern. Of importance to us is the fact that they are pursuing interesting, challenging careers of their choosing.

If you seek to learn the basic technical skills of business, as well as acquire an in-depth liberal arts education to permit continued intellectual growth beyond your undergraduate years, then the University of Puget Sound's School of Business and Public Administration could well be the choice for you.

Faculty

William Baarsma, DPA George Washington University, specializes in public administration and government.

Garth Blanchard, MBA California State University at Hayward, teaches managerial accounting.

George Brooker, Ph.D. Northwestern University, teaches marketing and research.

John P. Dickson, Dean of the School of Business and Public Administration, earned his Ph.D. at the University of Oregon. His area of expertise is marketing.

David Kent, Ph.D. Texas A & M, is a specialist in management.

John Knutson, who has a DBA from the University of Oregon, is an expert in international business and marketing.

Dorothy Koehl, Ph.D. Ohio State University, specializes in finance.

Keith Maxwell, J.D. Washburn University School of Law, teaches business law and taxation, and is chairman of the Pre-Law Advisory Committee.

Roy Polley, MBA University of Puget Sound, is our senior accounting professor.

Donald Ramey has a Ph.D. from Washington State University. He teaches accounting and information systems.

Richard Robinson, Ph.D. M.I.T. Sloan School of Management, is the Jewett Distinguished Professor of Business. A well-known academician, he teaches international business.

Robert Terpstra, DBA Florida State University, is a specialist in finance.

Denis Umstot, Ph.D. University of Washington, teaches management and international business.

Robert Waldo, Ph.D. Claremont Graduate School, teaches management and is co-director of the Business Leadership Program.

Courses

Business Leadership Seminar
Principles of Financial Accounting
Principles of Managerial Accounting
Law, Business and Society
Accounting Information Systems
Intermediate Financial Accounting
Cost Accounting
Introduction to Taxation
Principles of Financial Management
Principles of Marketing
Retail Management
Principles of Management
Human Resource Management
Labor and Management Relations
Introduction to International Business
International Business: Japan and the Developed Countries of Asia
International Business: China and the Developing Countries of Asia
Asian Business: A Comparative Study
Management in the Public Sector
Governmental Budgeting
Seminar in Leadership and Policy
Business Research
Professional and Corporate Ethics
Advanced Financial Accounting
Theory and Issues of Financial Accounting
Advanced Managerial Accounting
Governmental and Not-for-Profit Accounting
Auditing: Concepts and Procedures
Taxation of Business Organizations: Planning and Policy
Financial Markets
Investments
International Finance
Problems in Finance
Promotional Strategy
Consumer Behavior
International Marketing
Organizational Behavior
Business Policy
Entrepreneurial Strategy: Small Business Institute
Operations Management
International Business Environments
Seminar
Independent Study
Internship

For more information please write:
School of Business and Public Administration
University of Puget Sound
1500 North Warner
Tacoma, WA 98416

Business & Public Administration

"In preparing students for real job situations, the University of Puget Sound is the best business school that I have ever seen."

—Ray Frugia '86

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on

The University of Puget Sound's School of Business and Public Administration offers a wide range of business courses, representing every discipline in the field. These courses, carefully coordinated with other classes offered by the University, provide a well-rounded undergraduate education.

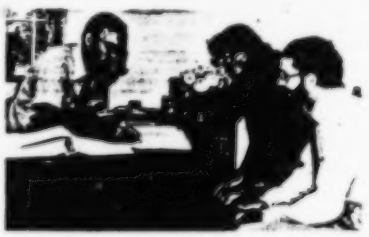
We offer coursework in

- accounting
- finance
- business policy
- marketing
- management
- business research
- international business
- public administration

Students can also choose dual majors, such as business with computer science or music.

The School of Business and Public Administration provides an opportunity to work directly with Northwest businesses in a variety of forums—internships, mentorships, Collegiate Entrepreneurs, Inc. and our unique Small Business Institute, a project-oriented course. Business class projects have included the design of a marketing program for the Tacoma Zoo, prisoner-release job development, and financial evaluations for small businesses such as the Lakewood Motor Inn.

Our faculty members have completed graduate studies at such diverse and prestigious institutions as Columbia University, Claremont Graduate School and the University of Washington. Their extensive publications attest to their continued research and up-to-date involvement in current trends in their field.



Close ties with other University services and departments ensure that a student will have individualized advising and career assessment. These services include —

- The Academic Advising Office
- Career Development Office
- Counseling Center
- Financial Aid Office
- Student service organizations for men and women
- Access to Collins Memorial Library and student computer facilities.

We encourage you to contact our Admission Office. The Admission Office offers campus tours, including an opportunity to sit in on classes. Our admission counselors can provide up-to-date "equivalency sheets" for your community college, so you will know exactly which courses can be used to fulfill University require-

ments. Ten of the eleven required "core courses" may be fulfilled at the community college level, as well as many prerequisites for our business courses. Additionally, the Admission Office can assist you with our simplified application procedures designed especially for transfer students. When you call or come by, ask for the current Transfer Admission Guide.

For information or an appointment at the School of Business, please call Nelly Blacker-Hanson, assistant to the dean of the School of Business, at 756-3153.

Scholarships and Financial Aid

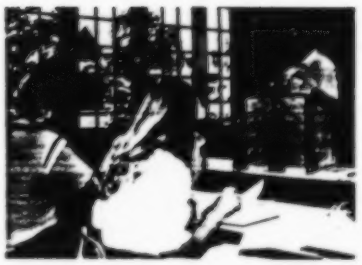
Numerous forms of financial aid are available to students attending the University of Puget Sound. Work-study, guaranteed government loans, grants and scholarships are some of your choices. Some of these are specifically designated for Business and/or transfer students.

For information on campus-wide opportunities, contact Steve Thorndill, Director of Financial Aid, at 756-3214.

Additionally, a number of scholarships are administered through the School of Business and Public Administration and are available to qualifying Business majors. For more information on these funds, contact Nelly Blacker-Hanson, School of Business and Public Administration, 756-3153.

Accounting Program

The School offers a full Bachelor of Accounting Science program. Our senior accounting faculty member, Professor Roy Polley, oversees the curriculum, assuring its currency with ever-changing professional qualifications. If you are interested in our accounting program, contact Professor Polley (756-3153) for an advising appointment.



Professional and Business Community Ties

The University of Puget Sound offers students many unique opportunities to actively apply their knowledge and develop expertise in their chosen fields.

The School of Business and Public Administration Board of Visitors consists of 20 professionals, representing a wide range of businesses — lumber, manufacturing, banking, consulting. They provide their time and expertise to ensure that our curriculum can best serve the needs of business and that our students graduate with the skills and breadth of knowledge necessary to succeed. Additionally, they meet with students in a variety of forums, providing career counseling and job placement.

"Concerned faculty at Puget Sound give one the encouragement and confidence to step out into the 'real world'."
—Linda Yoshino '86

Internships

Below is a sampling of businesses and governmental offices which have placed our students in a variety of internships.

Internship Placements 1984-85

Government and Public Service Positions

Congressmen Donald Bonker and Rod Chandler
Assemblyman Stephen Peace of California
Washington, DC Office of Senator Dan Evans
State Attorney General's Office
City of Tacoma, including Legislative Aid, Personnel, Planning and Public Relations Departments
Riemann Hall
Battered Women's Shelter
Department of Assigned Counsel
Economic Development Board
International Trade Administration
McChord AFB, Public Relations
Metropolitan Park District
Puyallup Parks and Recreation
World Affairs Council

Northwest Corporations, Banking Institutions and Health Services

Cole and Weber
Cornerstone Development
Dean Witter
Frank Russell Co.
Kunnath-Kappen-Rine Investments
Magnuson Management
Weyerhaeuser
Puget Sound National Bank
United Pacific Assurety
Washington Elks
Sixth Sense
Lively Oaks Corporation
Washington Food Dealer Magazine
Tacoma Sheraton Hotel
J J Jackson and Associates
Sound Savings and Loan
Home Savings and Loan
Computerland
Eddie Bauer, Design
Fred Hutchinson Cancer Information Center
Puget Sound Institute of Sports Medicine
St. Joseph's Hospital
St. Charles Boromeo
Western State Hospital
Seattle Trade Center

Education and Entertainment

Allied Arts of Tacoma
Balletacoma
KCPQ-TV
KING-TV
KIRO
KTAC-Radio
KTAC/KBRD Radio
Tacoma Actors Guild
Tacoma Stars Soccer Team
Charles Wright Academy

Collegiate Entrepreneurs, Inc.

CEI is a unique student-operated business recognized by the Associated Students of the University. Created by a group of innovative students, CEI provides consulting in management, marketing, and business research. Other services offered include market surveys, new development ideas, and physical inventories. CEI also offers an annual scholarship as a reward for innovative business proposals.

Volunteer Income Tax Assistance

VITA is a student-run organization which provides free tax services to elderly and low-income individuals. For his work with VITA, Professor Roy Polley received a commendation from the Internal Revenue Service. For our students, VITA provides the hands-on experience crucial for education in accounting.

Mentorships

Mentorships have been established for all Business Leadership Program students, providing a relationship which will last throughout their undergraduate years. Mentors include executives from Rainier National Bank, Brown & Haley, and the Seattle *Times*, among others.

Small Business Institute

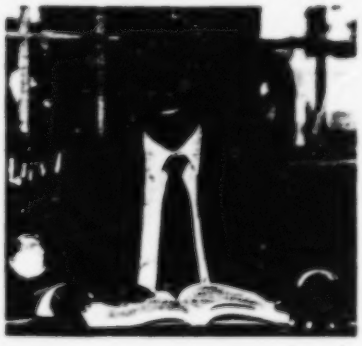
The SBI Program provides a forum for senior students to work directly as consultants to small business entrepreneurs. It provides the opportunity to:

- identify the advantages and disadvantages in the management of a small business;
- compare your personal goals with those opportunities associated with the ownership and management of a small business;
- identify the factors involved in establishing a small business;

- apply quantitative analysis skills to small business enterprise;
- prepare a professionally written business report and present your findings to an entrepreneur.

For additional information on this program, contact Nelly Blacker-Hanson, Assistant to the Dean, at 756-3153.

Faculty, School of Business and Public Administration



John P. Dickson, Dean

ACCOUNTING

Garth Blanchard, MBA, CMA, California State University.
Professor Blanchard specializes in managerial accounting and behavioral decision theory. His research focuses on the behavioral implications of accounting information systems.

Roy J. Polley, CPA, CIA, MBA, University of Puget Sound.
As senior accounting faculty member, Professor Polley is involved in coordinating the accounting program, keeping it abreast of changing professional certification requirements. Additionally, he teaches principles of financial accounting, auditing and not-for-profit accounting.

Donald Ramey, Ph.D., Washington State University.
Dr. Ramey teaches accounting information systems with special emphasis on microcomputer applications, as well as principles of accounting.

FINANCE

Dorothy Koehl, Ph.D., Ohio State University.
Dr. Koehl's teaching interests are corporate finance and investments. She has incorporated the use of multi-plan worksheets into the course content.

Robert Terpstra, DBA, Florida State University.
Dr. Terpstra teaches courses in financial management and international finance.

Yes, I am interested in attending the University of Puget Sound as a Business major. Please contact me regarding application procedures and an advising appointment.

NAME _____ ☐ male ☐ female

ADDRESS _____
Street City, State Zip

TELEPHONE (_____) _____

Probable area of interest _____

I am currently attending _____
(School)

I will likely enroll at Puget Sound in _____
(Semester) (Year)

I have applied for admission to Puget Sound ☐ Yes ☐ No

Please cut and mail to:

School of Business and Public Adminstration
University of Puget Sound
1500 North Warner

MANAGEMENT

David Kent, Ph.D., Texas A&M University.
Dr. Kent's research focus is on how different organizations form stable and functional coalitions. He teaches management, business policy and business research. Dr. Kent has recently introduced a computer-simulated manufacturing business into his courses.

Denis Umstot, Ph.D., University of Washington.
Dr. Umstot focuses on organizational behavior, organizational development and human resource management, in addition to teaching the School's International Business program.

Robert Waldo, Ph.D., Claremont Graduate School.
Co-Director, Business Leadership Program.
Dr. Waldo teaches quantitative management techniques, operations management and business ethics.

MARKETING

Arnold J. Bornfriend, Ph.D., Columbia University.
Dr. Bornfriend joins the School as a Visiting Professor, teaching marketing and business research.

George Brooker, Ph.D., Northwestern University.
Dr. Brooker's area of interest is consumer behavior and marketing research.

John P. Dickson, Ph.D., University of Oregon.
In addition to his responsibilities as Dean, Dr. Dickson continues to teach in the area of international marketing, retailing, consumer behavior and business research.

John Knutsen, Ph.D., University of Oregon.
Dr. Knutsen teaches marketing and has, with Dr. Umstot, developed the international emphasis in the School. He teaches Asian business courses, including our on-site travel course.

LAW

Keith Maxwell, JD, Washburn University School of Law.
Dr. Maxwell's focus is on commercial law and taxation; additionally, he teaches business policy and has taught at the University of Puget Sound School of Law.

PUBLIC ADMINISTRATION

William Baarsma, DPA, George Washington University.
Dr. Baarsma teaches public administration, management, governmental budgeting and labor relations. He also serves as consultant to Washington Governor Booth Gardner.

GEORGE FREDERICK JEWETT DISTINGUISHED PROFESSOR OF BUSINESS

Richard Robinson, Ph.D., MIT Sloan School of Management.

Newly-appointed to this endowed Chair, Dr. Robinson is a renowned business academician. He has been on the faculty of the MIT Sloan School of Management and was instrumental in the development of their international business program. Dr. Robinson, recipient of numerous awards and fellowships, joins the University in the 1986 academic year.

Nat S. and Marian W. Rogers Professorship in Applied Management

Through this endowment, faculty are able to conduct a year of on-site research, testing their academic theories in the world of work, and producing an academic paper from their research. Opportunities such as this, developed through the University's extensive business ties, keep our faculty at the top of their profession.

The Business Leadership Program

Professor Robert Waldo
School of Business and Public Administraton

Professor Darrell Reeck
Religion Department

Co-Directors

The Business Leadership Program is an innovative four-year curriculum. It combines the teaching of basic business skills with a liberal arts education, ensuring graduates trained in communication skills and analytical thought.

According to a 1981 study conducted by AT&T, liberal arts graduates are, over the long run, almost twice as likely as technical students to achieve managerial success, and are better able to analyze concepts and to adapt to new situations.

The Program office carefully selects 25 in-coming freshmen each year. The students take a full complement of business courses, including accounting, finance, management, marketing, and business law. Additionally they complete work in politics and government, computer science, economics, history and a foreign language.

To complement their coursework, the students are taken to various corporate headquarters, and are addressed by a diverse range of business executives. Each student is assigned to a business executive who serves as a mentor for the duration of the student's undergraduate years. Additionally, each student is placed in a business internship during the junior-senior summer.

For more information on the Business Leadership Program, call Dr. Waldo or Nelly Blacker-Hanson at the School of Business and Public Administration, 756-3153.

For additional information, call:

Nelly Blacker-Hanson
Assistant to the Dean
School of Business
(206) 756-3153

The University of Puget Sound

Scott A. Copeland
Assistant Director of Admissions

December 10, 1985

Just a reminder - testing through our Learning Skills Center will be on Monday, December 16, 1985 beginning at 9:00 a.m. The test runs approximately 2-1/2 hours. Testing will be followed by a complimentary lunch in our dining hall. Please report to the Office of Admission, Jones Hall 113, by 8:45 on Monday. If you have any questions, please contact me. Thank you.

Sincerely,

Scott A. Copeland

Scott A. Copeland
Assistant Director
of Admission

SAC:co

Office of Admissions ▪ 1500 North Warner ▪ Tacoma, Washington 98416-0003 ▪ (206) 756-3211

Exhibit D

December 9, 1985
Transcript Evaluation
(Unofficial)

Unofficial transcript evaluations were completed on December 9, 1985. The students all have completed a substantial volume of non-academic, and non-college level work.

Cumulative credit: (non-evaluated)	54-147 quarter credits 9 - 24.50 units
Cumulative credit: (evaluated)	21-75 quarter credits 3.50-12.50 units
Cumulative grade point average: (non-evaluated)	1.60 - 2.36
Cumulative grade point average: (evaluated)	1.71 - 2.39
Completed university core: (evaluated)	5 - 45 quarter credits .83 - 7.50 units (8.33 maximum)
Completed BPA core: (evaluated)	0 - 5 quarter credits 0.00 - .83 units (5.83 maximum)

Note: 1 unit = 6 quarter credits

As can be seen by the statistics above, all of the students are borderline to meeting our minimum 2.00 grade point average to be considered for admission. Also, one student (Andre Lowe), has already been denied by the University. We seem to have attracted a poorer quality participant than anticipated.

See transcripts with evaluations immediately following.

Exhibit E

Office Memorandum • University of Puget Sound ....

Date: November 20, 1985

To: Frank Peterson, Associate Dean

From: Dorothy Lee, Director of Learning Skills and Testing

Subject: Analyses of 1985 Test Data

Enclosed are our annual analyses of test data as well as data from the past two years. For comparative purposes with earlier data, please refer to my prior reports.

Nelson-Denny Reading Test results confirm national studies about post-secondary students' abilities. Only 47% of our entering freshman class are reading at or above grade level. Last year's class showed 54% reading at this level, but all previous years have been in the below 50% range since 1978.

Of more concern to me, however, are the 26 students reading at eighth grade or lower instructional levels. Students in that range peaked at 39 in 1979 but since that time we have seen a decline in these lower ability students (e.g., only 8 in 1984). To confirm that these low reading scores are commensurate with other objective measures of students' abilities, I correlated their other test data. Only two students had a SAT verbal or WPC verbal above 460; other students' scores ranged from 300 to 430. Twelve of these 26 students are enrolled in reading or vocabulary classes in the Learning Skills Center, and two are in our mathematics classes. We will closely monitor their academic progress.

Quantification test results prove slightly more encouraging. Except for 1981 when the class scored 60% on the UPS Math Test, scores have been edging quietly upward from 50% to the average of 58% this year. The discrepancy between male and female scores appears to hold at about 5%.

English test results have strengthened somewhat since 1981 with the average being almost constant for four years at 53%-54%. Comparison of English test results with the SAT verbal and reading scores demonstrate the close correlation of these tests of verbal abilities.

As only 24 transfer students participated in testing during Orientation Week, comparisons do not seem valid. In 1983, 52 transfers tested, and in 1984, 105 tested. It should be remembered that freshman norms are used in the computerized scoring of the Nelson-Denny Reading Test, so transfer students' scores are not significantly higher than those of entering freshmen.

DL:db

cc: Alan Smith
Tom Davis
George Mills
W. Bauer
John Finney
Rob Garratt
Bruce Lind
Ron Adkins
Ann Trail

FRESHMAN TESTING, 1985

Nelson-Denny Reading Test
Total: 664
Male: 283
Female: 381

Grade Level					Percent		
Total	Male	Female	Frustrational	Instructional*	Male	Female	Total
312	131	181	15 and>	13 and>	46.29	47.51	46.99
140	62	78	14	12	21.91	20.47	21.08
129	51	78	13	11	18.02	20.47	19.43
42	20	22	12	10	7.07	5.77	6.33
15	7	8	11	9	2.47	2.10	2.26
17	5	12	10	8	1.77	3.15	2.56
6	4	2	9	7	1.41	.52	.90
3	0	3	8	6	.00	.79	.45

* Comprehension and vocabulary scores only were used to compute the grade level.

UPS Math Test

Average score for all students tested = 28.80/50 = 57.60%
Average score for all males tested= 30.18/50 = 60.36%
Average score for all females tested= 27.41/50 = 54.82%

Little, Brown Diagnostic English Test

Average score for all students tested = 52.74%

Data prepared by Steven Buratto, Learning Skills Center
and Computer Services
November 19, 1985

TRANSFER TESTING, 1985

Nelson-Denny Reading Test

Total: 24
Male: 8
Female: 16

Total	Male	Female	Grade Level Frustrational	Grade Level Instructional*	Percent Male	Percent Female	Percent Total
14	4	10	15 and >	13 and >	50.00	62.50	58.33
5	3	2	14	12	37.50	12.50	20.83
2	0	2	13	11	.00	12.50	8.33
1	0	1	12	10	.00	6.25	4.17
2	1	1	11	9	12.50	6.25	8.33

* Comprehension and vocabulary scores only were used to compute the grade level.

UPS Math Test

Average score for all students tested 24.24/50 = 48.48%
Average score for all males tested 25.44/50 = 50.89%
Average score for all females tested 23.56/50 = 47.13%

Little, Brown Diagnostic English Test

Average score for all students tested = 51.21%

Data prepared by Steven Buratto, Learning Skills Center
and Computer Services
November 19, 1985

Freshman Testing 1984

Number of students tested:
Total : 579
Male : 209
Female: 370

Prepared By:
Learning Skills Center
Dorothy Lee

Nelson-Denny Reading Test

(Number of students) Total	Male	Female	(Grade Level) Frustration	Instructional	(Percent) Male	Female	Total
315	122	193	15 or greater	13 or greater	58.37	52.16	54.40
121	34	87	14	12	16.26	23.51	20.90
95	35	60	13	11	16.75	16.22	16.42
31	11	20	12	10	5.26	5.41	5.35
9	3	6	11	9	1.44	1.62	1.55
4	3	1	10	8	1.44	0.27	0.69
3	1	2	9	7	0.48	0.54	0.52
1	0	1	8	6	0.00	0.27	0.17
0	0	0	7	5	0.00	0.00	0.00
0	0	0	6	4	0.00	0.00	0.00
579	209	370			100.00	100.00	100.00

(* Freshman Summary *)

Type	Avg. Percentile	St. Dev. Percent.	Avg. Grade	St. Dev. Grade
Total	73.841	21.745	12.162	1.158
Male	73.981	22.271	12.187	1.188
Female	73.762	21.472	12.149	1.142

Number of students tested:
Total : 579
Male : 211
Female: 368

Prepared By:
Learning Skills Center
Dorothy Lee

U.P.S. Math Test

(Number of students) Total	Male	Female	(Score) Middle of interval	(Percent) Male	Female	Total
6	1	5	50	0.47	1.36	1.04
38	22	16	45	10.43	4.35	6.56
68	28	40	40	13.27	10.87	11.74
90	41	49	35	19.43	13.32	15.54
98	37	61	30	17.54	16.58	16.93
105	30	75	25	14.22	20.38	18.13
106	31	75	20	14.69	20.38	18.31
47	16	31	15	7.58	8.42	8.12
18	4	14	10	1.90	3.80	3.11
3	1	2	5	0.47	0.54	0.52
579	211	368		100.00	100.00	100.00

(* Freshman Summary *)

Type	Average Score	Average Percent	Standard Dev.
Total	28.582	57.164	9.325
Male	30.242	60.484	9.446
Female	27.630	55.260	9.133

Little, Brown Diagnostic Test of Standard Written English

Average score for 574 students tested is: 54.34%

Number of students tested:
Total : 105
Male : 36
Female: 69

Prepared By:
Learning Skills Center
Dorothy Lee

Nelson-Denny Reading Test

(Number of students)			(Grade Level)		(Percent)		
Total	Male	Female	Frustration	Instructional	Male	Female	Total
57	18	39	15 or greater	13 or greater	50.00	56.52	54.29
17	6	11	14	12	16.67	15.94	16.18
19	8	11	13	11	22.21	15.94	18.10
7	1	6	12	10	2.78	8.70	6.67
3	1	2	11	9	2.78	2.90	2.86
1	1	0	10	8	2.78	0.00	0.95
1	1	0	9	7	2.78	0.00	0.95
0	0	0	8	6	0.00	0.00	0.00
0	0	0	7	5	0.00	0.00	0.00
0	0	0	6	4	0.00	0.00	0.00
105	36	69			100.00	100.00	100.00

(* Transfer Summary *)

Type	Avg. Percentile	St. Dev. Percent.	Avg. Grade	St. Dev. Grade
Total	72.029	24.203	12.057	1.285
Male	71.917	26.529	11.889	1.508
Female	72.087	23.101	12.145	1.154

Number of students tested:
Total : 105
Male : 37
Female: 68

Prepared By:
Learning Skills Center
Dorothy Lee

U.P.S. Math Test

(Number of students) Total	Male	Female	(Score) Middle of interval	(Percent) Male	Female	Total
1	0	1	50	0.00	1.47	0.9
3	1	2	45	2.70	2.94	2.8
8	4	4	40	10.81	5.88	7.6
14	7	7	35	18.92	10.29	13.3
16	7	9	30	18.92	13.24	15.2
16	6	10	25	16.22	14.71	15.2
18	4	14	20	10.81	20.59	17.1
18	6	12	15	16.22	17.65	17.1
8	0	8	10	0.00	11.76	7.6
3	2	1	5	5.41	1.47	2.8
105	37	68		100.00	100.00	100.0

(* Transfer Summary *)

Type	Average Score	Average Percent	Standard Dev
Total	24.781	49.562	10.021
Male	26.676	53.352	9.953
Female	23.750	47.500	9.980

Little, Brown Diagnostic Test of Standard Written English

Average score for 105 students tested is: 50.58%

N=675 male = 294, female = 381
Scores not available = 4

Nelson-Denny Reading Test

(No. of students)					(Percent)		
Male	Female	Total	*Frustration level	Instructional Level	Male	Female	Total
122	161	283	Grade 15 and > 15	Grade 13 and > 13	41.49	42.26	41.93
67	108	175	Grade 14	Grade 12	22.78	28.35	25.93
65	76	141	Grade 13	Grade 11	22.11	19.95	20.89
22	22	44	Grade 12	Grade 10	7.48	5.77	6.52
8	5	13	Grade 11	Grade 9	2.72	1.31	1.93
6	6	12	Grade 10	Grade 8	2.05	1.57	1.78
1	3	4	Grade 9	Grade 7	0.00	.01	.92
2	0	2	Grade 8	Grade 6	.68	0.00	.30
0	0	0	Grade 7	Grade 5	0.00	0.00	0.00
1**	0	1	Grade 6	Grade 4	.34	0.00	.15

*Comprehension and vocabulary scores only were used to compute the grade level
**Learning disabled student

UPS Math Test

Average score for all students tested = 27.88/50 = 55.76%
Average score for all males tested = 28.54/50 = 57.08%
Average score for all females tested = 27.37/50 = 54.74%

Little, Brown Diagnostic English Test

Average score for all students tested = 53.03%

Data prepared by Craig Hilmes and Judith Anderson
Learning Skills Center
October 6, 1983

Office Memorandum • University of Puget Sound ....

Date: 9/22/83

To: George Mills, Admissions

From: Dorothy Lee, Learning Skills Center

Subject: Transfer student testing

Enclosed are the test results for entering transfer students. Due to a change of the scheduled testing date, we did not experience a satisfactory participation in this first testing of transfer students. Nonetheless, the data on 52 students provide us with a starting procedure should we wish to continue such testing in subsequent years.

In interpretation of individual scores on the Nelson-Denny test, please bear in mind that freshman norms were used in the computerized scoring. Using junior norms has the effect of decreasing the total score of 20 to 25 points in the lower ranges. In the 90's, decrease the norm about 10 points.

For comparative purposes, refer to the following scores for transfer students and freshman students:

Test	Transfer students 1983	Freshman students 1983
Nelson-Denny Reading Test	Average instructional grade level 12.2	42% instructional grade level 13 and above 26% instructional grade level 12 32% instructional grade level 11 and below
UPS Math Test	Average 24.8/50	Average 27.9/50
Little, Brown Test of Standard Written English	Average 53.3%	Average 53%

As was suggested in May, I think we should have a meeting of all concerned parties to discuss the possible continuation of transfer testing next year.

DL:dmh

copies: Tom Davis
W. Bauer
Ron Adkins (with enclosure)
John Finney (with enclosure)

NELSON-DENNY READING TEST: Raw scores to percentiles

GRADE 13

BEGINNING-OF-YEAR

FORM C					FORM D			
Vocabulary	Comprehension	Total V + C	Reading Rate	Percentile Rank	Vocabulary	Comprehension	Total V + C	Reading Rate
78+	66+	135+	627+	99	74+	64+	132+	640+
72 - 75	64	129-134	561-615	98	71 - 73	62	128-131	566-628
68 - 71	62	123-128	526-548	97	69 - 70	60	123-127	546-555
65 - 67	60	120-122	499-515	96	67 - 68	–	119-122	523-533
63 - 64	–	118-119	476-488	95	65 - 66	58	117-118	509
62	58	117	457-463	94	63 - 64	–	115-116	485-496
60 - 61	–	115-116	430-443	93	61 - 62	–	113-114	472
59	–	113-114	425	92	60	–	111-112	457
58	–	112	419	91	58 - 59	56	110	434-446
56 - 57	56	109-111	409	90	56 - 57	–	108-109	421
55	–	108	399	89	55	–	107	409
–	–	106-107	–	88	54	54	105-106	–
54	–	105	387	87	53	–	104	398
53	54	104	375	86	52	–	102-103	–
52	–	103	–	85	51	–	101	384
51	–	102	364	84	50	–	100	–
50	–	100-101	–	83	–	52	99	–
49	52	99	–	82	49	–	98	375
48	–	98	357	81	–	–	–	–
–	–	97	–	80	48	–	97	370
47	–	96	350	79	–	50	96	–
–	–	95	–	78	–	–	95	360
46	50	94	337	77	47	–	94	–
45	–	93	–	76	–	–	93	–
–	–	92	–	75	–	–	–	–
44	–	91	–	74	46	–	92	350
–	–	90	325	73	–	48	–	–
43	48	89	–	72	45	–	91	–
–	–	88	–	71	–	–	90	–
42	–	87	315	70	44	–	89	338
41	–	86	–	69	–	–	88	–
–	–	85	–	68	43	–	87	–
40	–	84	–	67	–	–	86	–
–	46	83	301	66	42	46	85	325
39	–	82	–	65	–	–	84	–
–	–	81	–	64	41	–	83	–
38	–	80	–	63	–	–	–	–
–	–	79	291	62	40	–	82	–
37	–	78	–	61	39	–	81	317
–	44	77	–	60	–	44	–	–
36	–	76	–	59	38	–	80	–
–	–	75	278	58	–	–	79	–
35	–	74	–	57	37	–	78	305
–	–	73	–	56	–	–	77	–
–	–	72	–	55	36	–	76	–
34	42	71	266	54	–	–	75	–
–	–	70	–	53	35	42	–	291
–	–	69	–	52	–	–	74	–
33	–	68	–	51	34	–	73	–
–	–	67	–	50	–	–	–	–
32	–	66	252	49	–	–	72	276
–	–	65	–	48	33	–	71	–
–	40	64	–	47	–	–	70	–
31	–	63	–	46	32	40	69	–
–	–	62	–	45	–	–	68	–
–	–	61	–	44	–	–	67	262
30	–	60	241	43	31	–	66	–
–	–	59	–	42	–	–	65	–
29	38	58	–	41	30	–	64	–
–	–	57	–	40	–	38	63	–
28	–	56	230	39	29	–	62	256
–	–	55	–	38	–	–	61	–
27	–	54	–	37	28	–	60	–
–	36	53	–	36	–	–	59	245
26	–	52	–	35	27	38	58	–
–	–	51	–	34	–	–	57	–
–	–	50	219	33	–	–	56	–
25	–	49	–	32	26	–	55	232
–	–	48	–	31	–	–	54	–
–	–	47	–	30	–	–	53	–
24	34	46	207	29	25	–	52	223
–	–	45	–	28	–	–	51	–
23	–	44	–	27	24	34	50	–
–	–	43	–	26	–	–	49	–
22	–	42	–	25	23	–	48	–
–	32	41	199	24	22	–	47	212
21	–	40	–	23	21	32	46	–
–	–	39	–	22	–	–	45	–
20	–	38	–	21	20	–	44	–
–	30	37	182	20	–	30	43	202
19	–	36	–	19	19	–	42	–
–	–	35	–	18	–	–	41	189
18	28	34	170	17	18	28	40	–
–	–	33	–	16	–	–	39	183
17	–	32	161	15	17	–	38	–
–	26	31	–	14	–	26	37	175
16	–	30	–	13	16	–	36	–
–	–	29	155	12	–	–	35	163
15	24	28	–	11	15	24	34	–
14	–	27	143	10	14	–	33	152
13	22	26	131	9	13	22	32	139
12	–	25	–	8	12	–	31	128
11	20	24	116	7	11	20	30	121
10	18	23	105	6	10	18	29	114
9	16	22	–	5	9	16	28	107
0 - 8	0 - 14	0 - 21	0 - 94	1	0 - 8	0 - 14	0 - 27	0 - 82

GRADE 14

BEGINNING-OF-YEAR

FORM C					FORM D			
Vocabulary	Comprehension	Total V + C	Reading Rate	Percentile Rank	Vocabulary	Comprehension	Total V + C	Reading Rate
83+	68+	143+	627+	99	81+	66+	139+	640+
80 - 82	66	138-142	599-615	98	79 - 80	64	135-138	605-628
78 - 79	64	134-137	548-582	97	77 - 78	62	132-134	555-591
74 - 77	62	131-133	515-537	96	74 - 76	–	130-131	533-546
72 - 73	–	129-130	488-499	95	72 - 73	60	128-129	509-523
70 - 71	–	127-128	463-476	94	71	–	127	496
69	60	125-126	457	93	69 - 70	–	126	472-485
67 - 68	–	123-124	430-443	92	68	–	124-125	457
66	–	121-122	419	91	67	58	121-123	446
65	–	119-120	409	90	66	–	118-120	434
64	58	118	399	89	65	–	117	421
63	–	117	–	88	64	–	116	409
62	–	116	387	87	63	–	115	398
61	–	–	–	86	62	56	114	–
60	56	115	375	85	61	–	113	–
59	–	114	–	84	60	–	112	384
58	–	112-113	364	83	59	–	111	–
–	–	–	–	82	58	–	–	375
57	–	111	357	81	57	54	110	–
56	–	110	–	80	56	–	109	370
–	54	108	350	79	55	–	108	–
–	–	108	–	78	–	–	107	360
55	–	107	–	77	54	–	106	–
54	–	106	337	76	53	–	105	–
53	–	105	–	75	52	–	104	350
–	–	104	325	74	–	52	103	–
52	52	103	–	73	51	–	102	–
51	–	–	–	72	–	–	101	–
–	–	–	–	71	50	–	–	338
–	–	101-102	315	70	–	–	100	–
50	–	100	–	69	–	50	99	–
–	–	99	–	68	49	–	–	–
49	50	–	–	67	–	–	98	–
–	–	98	301	66	–	–	–	325
48	–	97	–	65	–	–	97	–
–	–	96	–	64	48	–	96	–
47	–	95	–	63	–	–	95	–
–	–	94	–	62	–	48	94	–
46	48	93	291	61	47	–	–	317
–	–	–	–	60	–	–	93	–
45	–	92	–	59	–	–	–	–
–	–	91	–	58	46	–	92	–
44	–	90	–	57	–	–	–	–
43	–	89	278	56	–	–	91	–
–	–	–	–	55	45	–	90	305
42	46	88	–	54	–	46	89	–
–	–	87	–	53	44	–	88	–
41	–	86	–	52	–	–	87	–
–	–	85	266	51	43	–	86	–
–	–	84	–	50	–	–	85	291
40	–	83	–	49	–	–	84	–
–	44	82	–	48	42	44	83	–
39	–	–	–	47	–	–	–	–
–	–	81	252	46	41	–	82	278
38	–	80	–	45	40	–	81	–
37	–	–	–	44	–	–	–	–
–	–	–	–	43	39	–	80	–
–	42	79	–	42	38	–	–	–
36	–	78	–	41	–	42	79	262
–	–	–	–	40	37	–	–	–
35	–	77	241	39	–	–	78	–
–	–	76	–	38	36	–	77	–
34	–	75	–	37	–	–	76	–
–	–	–	–	36	35	–	75	258
–	40	74	–	35	–	–	–	–
33	–	73	230	34	34	40	74	–
–	–	72	–	33	–	–	–	–
32	–	71	–	32	33	–	73	–
–	–	70	–	31	–	–	72	245
31	–	69	219	30	32	–	71	–
30	38	68	–	29	–	38	–	232
–	–	–	–	28	31	–	70	–
29	–	67	–	27	–	–	69	–
–	36	66	207	26	30	–	68	–
28	–	65	–	25	–	36	–	223
–	–	64	–	24	29	–	67	–
27	–	–	–	23	–	–	66	–
–	–	63	–	22	28	–	65	–
–	34	–	186	21	27	–	–	212
26	–	62	–	19	–	34	64	–
25	–	61	–	18	26	–	62- 63	–
–	–	60	–	17	25	–	61	202
24	–	–	182	16	24	–	–	–
23	32	59	–	15	23	–	60	–
22	–	57- 58	–	14	22	32	58- 59	189
–	–	56	170	13	–	–	57	–
21	–	55	–	12	21	–	56	183
–	30	54	–	11	–	30	54- 55	–
20	–	53	161	10	20	–	53	–
19	–	51- 52	–	9	19	–	51- 52	175
–	28	50	–	8	–	28	50	–
18	–	49	–	7	18	–	49	–
17	26	47- 48	155	6	17	26	47- 48	163
16	–	45- 46	–	5	16	–	45- 46	152
15	24	43- 44	–	4	15	24	43- 44	–
13 - 14	22	37- 42	143	3	13 - 14	22	37- 42	139
12	20	34- 36	116-131	2	12	20	33- 36	121-128
0 - 11	0 - 18	0- 33	0-105	1	0 - 11	0 - 18	0- 32	0-107

BEST COPY AVAILABLE

Exhibit F

CENTER FOR THE STUDY OF COMMUNITY COLLEGES
A NON-PROFIT CORPORATION

ARTHUR M. COHEN
JOHN LOMBARDI
FLORENCE B. BRAWER

1047 GAYLEY AVENUE, SUITE 205
LOS ANGELES, CALIFORNIA 90024
(213) 208-6088

November 22, 1985

Mr. Scott A. Copeland
Assistant Director of Admissions
Office of Admissions
1500 North Warner
Tacoma, Washington 98416

Dear Scott:

Thanks for your hospitality. I enjoyed the day with you and gained the impression that a bright, capable person is directing his energies toward increasing the number of transfers from TCC. The machinery is in place - no problems there. But still to be done is to expand the search for potential transfers.

I hope you consider the feasibility of a joint UPS-TCC study of black students in Tacoma high schools, at Fort Steilacoom CC, and at TCC itself. I did not include a statement about such a study in my report but it might be well worth doing on a continuing basis. Might a couple of faculty members be interested?

Stay in touch. I look forward to visiting with you again at an early date.

Cordially,

Arthur M. Cohen
President

AMC/pw

c.c. George Mills

CENTER FOR THE STUDY OF COMMUNITY COLLEGES
A NON-PROFIT CORPORATION

ARTHUR M. COHEN
JOHN LOMBARDI
FLORENCE B. BRAWER

1947 GAYLEY AVENUE SUITE 205
LOS ANGELES CALIFORNIA 90024
(213) 208-6068

This is a report of Arthur M. Cohen's November 19, 1985 visit to the University of Puget Sound and Tacoma Community College made on behalf of the Association of American Colleges Andrew W. Mellon Foundation - sponsored project to enhance transfer of students from two-year to four-year colleges. The report is based on a review of documents pertaining to transfer at the institutions and on interviews with staff members there.

The Project

The University of Puget Sound is participating with Tacoma Community College in an attempt to increase the number of black students transferring from the two-year college, particularly to the School of Business and Public Administration. The project is being coordinated at the local level through the Office of Admissions at UPS under George Mills and Scott Copeland. Jim Carroll is the TCC contact person.

UPS welcomes transfers. The institutuion admits around 500 transferring students per year, half of whom come from community colleges. TCC provides around 50 transfers.

Transferring credits between institutions is carefully watched and seems not to be a great problem. The University maintains up-to-date transfer sheets and articulation recommendations. An Advising Manual is readily available and the University core requirements are clearly stated. Course equivalencies are spelled out. Students can transfer ten of the 11 courses listed in the lower division core and most students who do transfer have completed most of these core requirements, enabling them to enter as juniors. Furthermore, the University will accept up to ninety-six quarter hours earned by transferring students.

A major problem in increasing the number of transfers seems to be that few of the TCC students maintain grade point averages sufficiently high to qualify them for the University. The University demands a 2.0 GPA for its transfers and a very small cohort of black students at TCC appear to be eligible. Even by dropping the minimum to 1.5, a cohort of only around thirty-one potential transfers to the Business School could be identified.

A second problem in transfer is that whereas tuition and books at TCC cost the student around $1,250.00 per year, the same costs at UPS equal $7,250.00. Assuming that a commuter student living in the Tacoma area transfers from one institution to the other, the $6,000 shortfall must be made up by a combination of financial aids and student income.

A third, more nebulous, problem is that Puget Sound may have a reputation in the area as being a place where upper class white students particularly are welcome. The University has but forty black students among its twenty-eight hundred undergraduates.

In the face of these obstacles the University's Admissions Office has been working together with the Dean of the School of Business and Public Administration to ensure that transfers wishing to major in that area would be welcome. The Dean indicates ready acceptance. The greater part of the Admissions Office effort is being placed on encouraging potential transfers to come in and talk about the financial aid opportunities at UPS. In this effort the Admissions Officers have the cooperation of the Special Projects Coordinator at TCC.

To date, Mr. Copeland and Mr. Carroll have prepared a letter and sent it to the thirty-one students who were identified as potential transfers. Only five or six students responded indicating an interest in UPS. A meeting with those students will be scheduled for December.

Next Steps

It seems that for the project to succeed in attracting a reasonable number of black students who would transfer from TCC to UPS, several steps should be taken. At a minimum, some further effort should be made to increase the cohort of potential transfers. The group considered several ways of doing that.

The cohort of potential transfers could be increased by including black students who were oriented to general education as opposed to limiting it to those who had been taking business courses.

Former TCC students could be encouraged to become recruiters by asking each of them to take responsibility for visiting with two or three TCC students and bringing them onto the UPS campus to talk with the readily available transfer advisors.

The co-President of the UPS Black Student Union has indicated interest in making a short video tape showing black students on the UPS campus. She could be encouraged to prepare such a vehicle for showing on the TCC campus.

Some of the faculty from the UPS School of Business and Public Administration could visit their counterparts at TCC asking for their help in sending students to speak with the UPS transfer advisors. Furthermore, a member of the school's Board of Visitors is a leader in the black community locally and might be encouraged to visit the TCC campus to speak with their students and staff.

The essential actions, then, are to broaden the definition of "potential transfer," phone members of that cohort to encourage

them to come to meetings, have a group of UPS and TCC representatives meet with the students, pair the students with temporary big brothers or sisters for campus visits, and, by so doing, make it more likely that a group of at least twelve or fifteen students would become transfers.

Exhibit H (5007)

2-yr. College Trans. Student

The University of Puget Sound

March 6, 1986

Dear ,

Soon, you will be making a major decision in your life. Within the next few weeks, you should be deciding at which university to complete your undergraduate studies. We encourage you to consider the University of Puget Sound as a possible destination for you.

We believe our main function is to provide a rigorous liberal education in a supportive atmosphere. Transfer students maintain an important position in this goal, bringing to campus new views and a great diversity of experience. Each year almost 500 students transfer to Puget Sound.

We continue to be interested in you and your college plans. If we can be of assistance to you, answering your questions about transferring, please feel free to contact us. We encourage you to visit our campus on any weekday. Please call us in advance at 756-3211 to make the necessary visit arrangements.

Best wishes to you as you complete your community college studies. We hope the University of Puget Sound will be a part of your educational future.

Sincerely,

Kelly M. Houston
Admission Counselor

Sent to prospects from FSCC, TCC, OCC HCC, and GRCC

Office of Admission ■ 1500 North Warner ■ Tacoma, Washington 98416-0003 ■ (206) 756-3211

(5007A)
Admitted Transfer

The University of Puget Sound

March 26, 1986

Dear ,

Congratulations on your acceptance to the University of Puget Sound. Almost 400 students will be transferring to the University this fall. As a transfer student, you will bring diversity, maturity, and academic preparedness to our campus. In order to make your transition as smooth as possible, the Office of Admission would like to invite you to participate in a number of unique transfer student opportunities.

First, I encourage you to visit campus, to be a guest in a 300 or 400 level class. This will give you an opportunity to experience an upper-division course first-hand. Also at this time, you are encouraged to take a campus tour from a current Puget Sound student, speak with an admission counselor, and/or speak with a financial aid counselor.

On Tuesday, April 29, 1986, the annual Transfer Campus Evening will take place. This program begins with campus tours followed by presentations dealing with important transfer student issues, including financial aid, academic majors, and career development. You should be receiving your invitation soon.

Finally, this summer will bring two programs for incoming transfer students. The first will be transfer student registration, beginning on June 9, 1986. This will give you a chance to meet with an academic advisor and to preregister for fall classes. Our second program will be transfer student orientation, beginning on August 27, 1986. Information on both programs will be sent to you later this spring.

As you can see, transfer students are important to us and we would like to help you in your transition from a community college to a successful experience at Puget Sound. I encourage you to participate in all of the programs we are going to offer throughout the coming months. To schedule a personal visit or other appointments, please call the Office of Admission at 756-3211 to make the necessary arrangements.

If you have any questions, please feel free to call me. I hope to see you on campus soon.

Sincerely,

Scott A. Copeland
Assistant Director
of Admission

Office of Admission ▪ 1500 North Warner ▪ Tacoma, Washington 98416-0003 ▪ (206) 756-3211

(500 7A)
Missing Transfer

The University of Puget Sound

March 26, 1986

Dear ,

We are pleased that you have applied for admission to the University of Puget Sound. Almost 400 new transfer students will be entering the University this fall. In order to make your transition as smooth as possible, the Office of Admission would like to invite you to participate in a number of unique transfer student opportunities.

First, I encourage you to visit campus, to be a guest in a 300 or 400 level class. This will give you an opportunity to experience an upper-division course first-hand. Also at this time, you are encouraged to take a campus tour from a current Puget Sound student, speak with an admission counselor, and/or speak with a financial aid counselor.

On Tuesday, April 29, 1986, the annual Transfer Campus Evening will take place. This program begins with campus tours followed by presentations dealing with important transfer student issues, including financial aid, academic majors, and career development. You should be receiving your invitation soon.

Finally, this summer will bring two programs for admitted transfer students. The first will be transfer student registration, beginning on June 9, 1986. This will give you a chance to meet with an academic advisor and preregister for fall classes. Our second program will be transfer student orientation, beginning on August 27, 1986. Information for both programs will be sent to you upon admittance to Puget Sound. (In order to be considered for admission, please complete your application as soon as possible.)

As you can see, transfer students are important to us and we would like to help you in your transition from a community college to a successful educational experience at the University of Puget Sound. I encourage you to participate in all of the programs we are going to offer throughout the coming months. To schedule a personal visit or other appointments, please call the Office of Admission at 756-3211 to make the necessary arrangements.

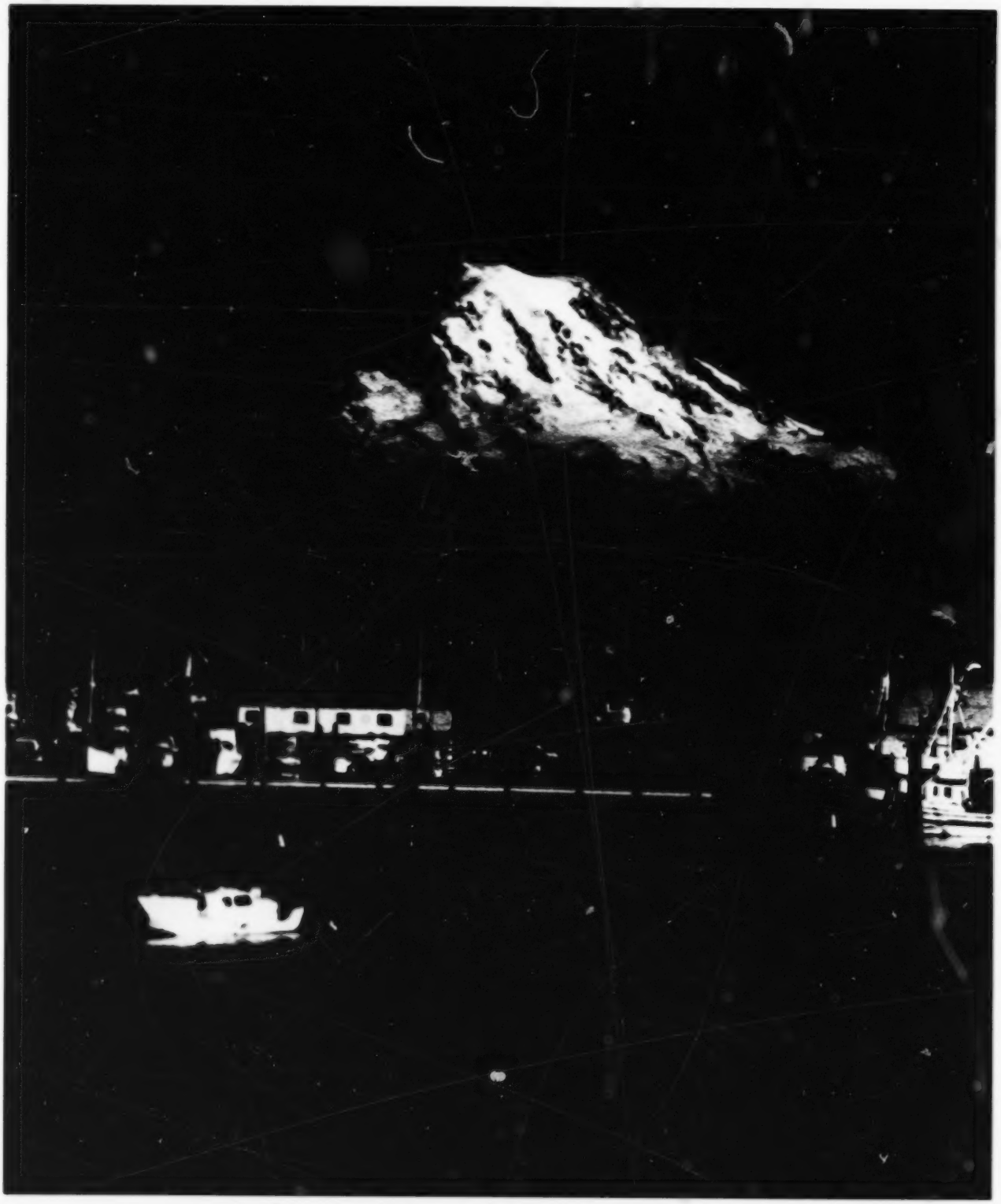
If you have any questions, please feel free to call me. I hope to see you on campus soon.

Sincerely,

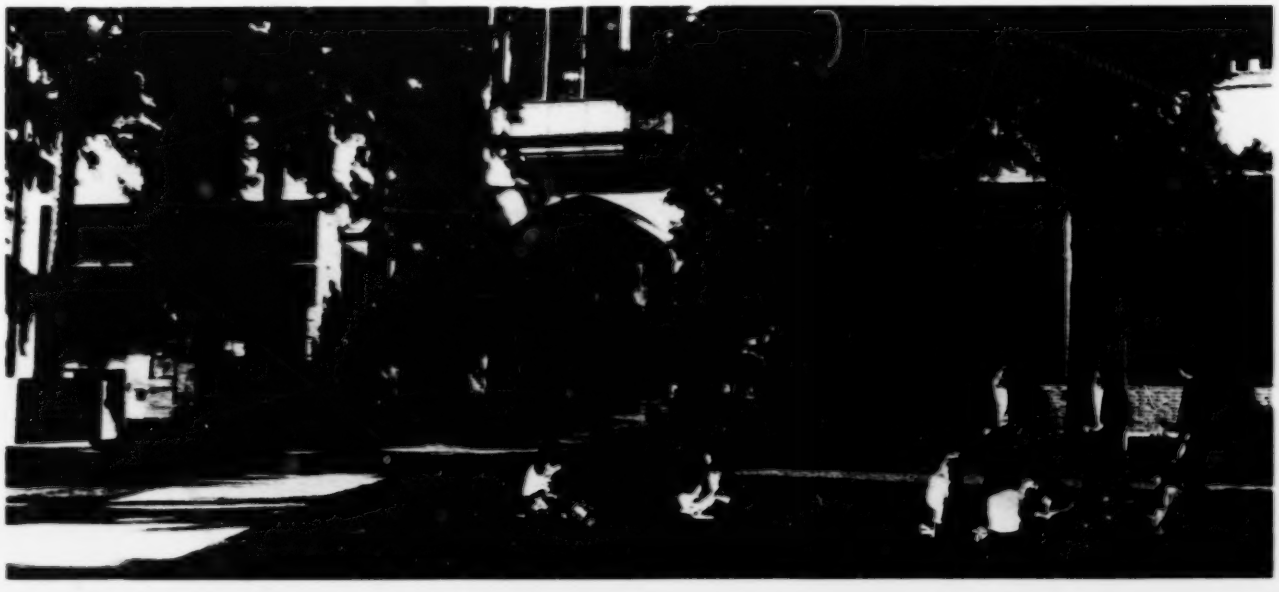
Scott A. Copeland
Assistant Director
of Admission

Office of Admission ▪ 1500 North Warner ▪ Tacoma, Washington 98416-0003 ▪ (206) 756-3211

UNIVERSITY OF PUGET SOUND



TRANSFER ADMISSION GUIDE



University of Puget Sound

The Location

The 72-acre University of Puget Sound campus is located in an established, well-kept neighborhood known as Tacoma's "North End." Red brick, ivy-covered buildings are set among Douglas fir, cedar and expanses of lush lawns.

Mount Rainier and the Cascade Range are visible to the east of Puget Sound, the Olympic Mountains and a long stretch of wilderness ocean coast-line are to the west. Students enjoy ready access to three national parks that total over 1,600,000 acres; 2,500 miles of inland, salt-water shoreline; eight major ski facilities and the only coniferous rain forest in the world.

With Seattle only 35 miles to the north, campus residents can tap the pleasures of wilderness or an urban center . . . which gives the University of Puget Sound a distinctive flavor. Students can plan an internship with a nearby business, attend a professional theatre performance, or travel to the mountains for a day of hiking, all with equal convenience.

The Tradition

For nearly 100 years, the University of Puget Sound has attracted students seeking a high quality education to its distinguished academic community. Students receive a broad education and learn to think independently, write well, and speak persuasively; they are well versed in science, mathematics and the humanities. Our graduates are prepared to lead a successful work life and enjoy a rich personal life.

The Commitment

The University's leadership has chosen to maintain the undergraduate enrollment at 2800 students. Small classes and ready access to facilities produce a vital teaching/learning environment. The student-to-faculty ratio is 14:1, which allows students to work closely with their instructors.

Our faculty members are dedicated to teaching and have the time to focus on individual needs, to re-approach a difficult concept, and to share a student's sense of discovery. The University's moderate size insures ready access to faculty.

The Advantage

Although the University is of moderate size, it offers an impressive array of major courses. Yet, there aren't so many courses available that students become overwhelmed with indecision. Faculty members acting as advisors help students select appropriate classes. These advisors offer personal advising for selecting courses, scheduling course loads, meeting requirements, planning the major and preparing for graduate school or a career. Your advisor will be assigned based upon the academic interest you indicate on your University of Puget Sound "Reservation Statement." You will receive this form when you are admitted to the University. Since your advisor is sent an evaluation of your previous coursework, you will receive sound advice while planning a program of study.

There are 58 majors to choose from, ranging from Asian studies to physics. Many ambitious students complete a double major or combine major and minor programs. Examples include a recent graduate who completed majors in geology, mathematics and natural sciences while earning minors in physics and chemistry. A Fulbright Scholar holds a double major in business administration and economics with minors in Asian studies and German. Often, such a combined program can give a competitive edge to a student considering graduate work or a professional school.

The University is comprehensive. Professional programs offered in addition to majors in the liberal arts and sciences include: business and public administration, education, law (Juris Doctor only), music, occupational therapy and physical therapy (Masters only).

Career Development

Getting from the classroom to a career may require some help. The Career Development Center assists students in planning for graduate/professional studies or for entering careers immediately after graduation. The Center provides career counseling and maintains contact with potential employers. Career counselors arrange on-campus interviews and offer a placement file service for alumni. Each year, more than 500 pre-employment interviews are conducted on our campus.

The Center also boasts an excellent career library containing current occupational information, employer directories, salary surveys, employment trend analyses, graduate school catalogues and graduate fellowship information. In addition, classes in career planning, interviewing techniques and resume writing are offered.

Finally, two faculty advisory committees help students prepare for health and legal careers. The *Pre-Law Advisory Committee* tailors individual student coursework to meet law school admission standards and aids students in preparing for the Law School Admission Test. The *Health Sciences Advisory Committee* assists students considering a career in medicine, dentistry, medical technology, optometry, pharmacy, veterinary medicine or other health professions. The faculty members of this committee help students find internships with health professionals, prepare for admission examinations, learn how to interview with admission committees and complete admission applications.

The Results

Our record speaks for itself. Our graduates are well prepared for graduate school or careers. For instance, in recent years, 70% of our medical school applicants—or nearly twice the national average—were successful in gaining entrance into medical school; 94% of those desiring to attend law school were accepted. Veterinary and dental school applicants enjoy close to a 100% admission rate.

Within the past five years, the University has produced a Rhodes Scholar, five Fulbright Scholars, two Rotary Foundation Fellows, several National Science Foundation Award winners and a Junior Fellow of the Harvard Society of Fellows.

Recent graduates have begun careers with Dupont, Chevron Research Company, Weyerhaeuser, Kidder-Peabody, Ernst and Whinney, Tenneco, Mobil Oil, the National Research Council of Canada, the Nuclear Regulatory Agency, Xerox Corporation, the United Way, *The Seattle Times*, Goddard Laboratories, Burroughs Corporation and General Electric Corporation, just to name a few. Others are engaged in careers in government and some are highly successful independent business people.

How to Transfer to Puget Sound

How Credits Transfer

Credits usually are transferred for successfully completed academic courses at accredited institutions. Courses awarded transfer credit are verified by an official transcript from each accredited institution attended.

The University maintains Associate of Arts Transfer Agreements with all community colleges in the state of Washington. This agreement enables you to transfer your A.A. liberal arts degree with 90 quarter hours (15 units) of credit and junior standing. The Associate of Arts degree must include at least 75 quarter hours (12.5 units) of transferable credit.

Credits earned in courses completed to fulfill a baccalaureate degree program at another accredited four-year institution will normally transfer to Puget Sound. In all cases, the number of credits transferred will be based upon a uniform evaluation of your official transcripts.

Transfer Policies

Two Year Colleges

If you are transferring to Puget Sound from an accredited two-year college, you may transfer a maximum of 16 units—the equivalent of 64 semester hours or 96 quarter hours. As many as 1.5 of these units may be for physical education or for activity courses.

Four Year Colleges

If you are transferring from an accredited four-year college, you may transfer more than 16 units. However, you must complete at least eight units while in residence at Puget Sound. Four of these units must be in your major; three units must be in your minor (if you have declared a minor).

Admission Procedures

You may apply for admission with advanced standing if you have attended other accredited colleges or universities. *Applicants are admitted on a selective basis. The Admissions Committee will only consider applicants who meet the following criteria:*

1. Honorable dismissal from previously attended institutions.
2. Minimum cumulative grade point average of 2.0. (The average grade point for entering transfers in 1985–86 was 2.95.)

Every application is considered individually in light of the student's goals and background.

Transfer students may begin their academic work at the beginning of any term. In order to obtain proper advising, however, application procedures should be completed at least one month before the beginning of the term in which you plan to matriculate.

We will mail our admission decision as soon as possible after all necessary documents have been received. In addition to the Letter of Acceptance, each accepted transfer student will receive an official Degree Progress Report indicating the total number of units transferring to the University and specifying which courses fulfill University Core requirements.

Required Credentials

1. All applicants must complete a formal Application for Admission with Advanced Standing. This form is in the back of the book and may also be obtained from the Office of Admission. "The Uniform Application to Four-Year Colleges and Universities in the State of Washington," obtained at a community college, may also be submitted.
2. Official college transcripts are required from each college or university you have previously attended. Former institutions must send your transcripts directly to the University of Puget Sound.
3. A $20 non-refundable processing fee is required of all applicants. This fee is not required if you have previously attended the University or if you have previously applied for admission.

4. Official records of any non-traditional work must be submitted with the application materials. This would include CLEP exams, USAFI scores, Military Form DD 214 or Military Form DD 295.

Readmission

If you have previously attended the University of Puget Sound but have not been in attendance for one or more terms (except Summer term), you must submit an Advanced Standing Application with official transcripts of all coursework completed during the period of absence from the University. The application fee is not required.

Admission to the School of Music

An audition is required of all entering students who wish to complete a major in Music. Audition dates may be arranged by calling (206) 756-3253. Additional information about the School of Music can be found in the University *Bulletin*.

Admission to the School of Occupational Therapy and Physical Therapy

If you wish to apply for entrance into the School of Occupational Therapy and Physical Therapy, you must submit additional materials and adhere to the specific application deadlines outlined in the University *Bulletin* or in the course guide for the *School of Occupational Therapy and Physical Therapy* for the appropriate year. You may obtain these publications by contacting the Office of Admission.

Admission to the School of Education

If you wish to apply for entrance into the School of Education, you must adhere to the specific requirements set forth by the School and the State of Washington as outlined in the University *Bulletin*. You may obtain this information by contacting the Office of Admission or by calling the School of Education at (206) 756-3575.

Financial Aid

A high quality, personalized education offered by independent colleges such as the University of Puget Sound can seem costly. However, because a considerable amount of financial aid is available, you may find that it is less expensive to attend Puget Sound than a public institution. Last year, for example, 70% of all full-time students attending the University received some form of financial assistance. Available funds, awarded in amounts that average $6500, topped $11.1 million. The awards range from a few hundred dollars to as much as $10,000, depending on need.

The information you provide when you complete a Financial Aid Form (FAF) will be used to determine the amount that you and/or your family can be expected to contribute toward your educational expenses. Many factors determine your ability to meet college costs. It is not uncommon for families with higher than average annual incomes—from $30,000 to $50,000 or more—to qualify for financial assistance. Although financial need is a primary consideration in the awarding of grants, work-study employment and low interest loans, scholarships are available which are intended to recognize high academic performance.

Scholarships

Scholarships recognize students for demonstrated academic excellence for special talents. The following scholarships are awarded by the University to incoming transfer students.

Athletic Scholarships
Forensics Scholarships
Leonard Howarth Scholarships
Music Scholarships
Religious Leadership Awards
Theatre Scholarships
Trustee Scholarships

Although these scholarships do not require recipients to demonstrate financial need, you may be asked to complete a Financial Aid Form when the scholarship application is made.

Students who complete the Financial Aid Form as part of the scholarship application process often qualify for additional forms of financial aid. For example, you could receive loan and work-study assistance in a financial aid package that also includes grants and scholarship funds.

Financial Aid Checklist

If you follow these steps, you will have applied for the major sources of financial assistance available to Puget Sound students.

1. Apply for admission to the University of Puget Sound.
2. Obtain the Financial Aid Form available from the University of Puget Sound Office of Financial Aid and Scholarships. Forms become available between late November and early January.
3. Mail the completed Financial Aid Form to the College Scholarship Service as soon as possible after January 1.
   THIS IS EXTREMELY IMPORTANT. THE EARLIER YOU APPLY, THE BETTER YOUR CHANCES ARE OF RECEIVING FUNDS TO MEET YOUR FINANCIAL NEED.
4. Completing the Financial Aid Form will automatically place you into consideration for a PELL GRANT. When you receive your Student Aid Report from the PELL GRANT PROGRAM, send both copies to the University of Puget Sound Office of Financial Aid and Scholarships.

If you have any questions regarding any part of the application process, please write: Office of Financial Aid and Scholarships, University of Puget Sound, Tacoma, Washington 98416, or call: (206) 756-3214.

NOTE: For further information on federally funded aid programs, consult this year's edition of *The Student Consumers Guide: Five Federal Financial Aid Programs* available from the Office of Financial Aid and Scholarships, or the University *Bulletin* available from the Office of Admission.

Costs

	Fall (9/86)	Spring (1/87)	Total Academic (86–87)
Tuition (3 or 4 units)	$3,740	$3,740	$ 7,480
Student Government Fee	50	50	100
Room & Board	1,700 (5 mos.)	1,540 (4 mos.)	3,240
TOTALS	$5,490	$5,330	$10,820

NOTE: Costs for the 87–88 school year were not available at printing time. For further information, please contact the Office of Admission.

Campus Housing

Transfer students who hold freshman or sophomore class standing are eligible for University housing. Accommodations include eight residence halls or dormitories, several A-frame cottages and the Union Avenue houses for members of Greek letter organizations. The University main-

tains a number of rental houses adjacent to campus. All transferring students may rent these houses. Be sure to indicate your interest in campus housing when you complete your application for transfer student admission. Upon admission, you will receive additional information and a residential life application form.

If you are considering off-campus life, the "Connections" center should be your first step when you arrive on campus. Located in the Student Union Building, "Connections" has listings of nearby rooms, apartments, and houses that are available for rent.

If you would like more information about either on-campus or off-campus housing, please write: Residential Life Office, University of Puget Sound, Tacoma, Washington 98416, or call: (206) 756-3517.

The Privacy Act

Student records kept and distributed by the University of Puget Sound are treated in full conformity with the provisions of The Family Educational Rights and Privacy Act of 1974 (The Buckley Amendment).

Equal Opportunity Policy

The University of Puget Sound finds prejudicial discrimination inconsistent with free inquiry. We do not discriminate in education or employment on the basis of sex, race, color, national origin, religion, age, marital status, disability or Vietnam-era veteran status. This policy is consistent with relevant government statutes and regulations including those pursuant to Title IX of the Education Amendments of 1971 and Section 503–504 of the Rehabilitation Act of 1973. Questions regarding the application of this policy may be referred to the University's Affirmative Action Officer, (206) 756-3368, or to The Director, Office for Civil Rights, Department of Education.

PUGET SOUND AT A GLANCE

The University

72-acre campus
57 Academic buildings
18 arts/sciences departments
5 Professional Schools
Collins Memorial Library—with 509,800 volumes, 1,275 periodicals
Slater Museum of Natural History
Kittredge Art Gallery
Established March 17, 1888
Independent Board of Trustees
Historically affiliated with the Pacific Northwest Conference, United Methodist Church

The Students

1094 Undergraduate men
1452 Undergraduate women
177 Graduate students
1039 Law students (separate campus)
Average age of freshmen—18
Students from 40 states and 17 nations
205 National Merit Scholars, Commended Students and National Achievement Scholars enrolled.

The Faculty

185 full-time undergraduate faculty
80% of faculty hold doctorate or equivalent
75% of faculty teach freshman courses
100% of faculty serve as academic advisors
91% of faculty teach on campus each year
14 to 1 student to faculty ratio

The Curriculum

University Core—11 Units
Major Degree—10-15 Units
Electives—Balance of 32 Units required for graduation
Normal course load—4 units per semester
Unit = 4 semester hours or 6 quarter hours
Median class size—18

The Major

58 Major degree programs
Academic Degrees:
- Bachelor of Arts (BA)
- Bachelor of Science (BS)
- Bachelor of Music (BM)
- Bachelor of Education (BE)

Degree Programs:
- Art (studio, history)
- Asian Studies
- Biology (BA, BS)
- Business Administration (BA, business leadership, accounting science)
- Chemistry (BA, BS, 3/2 engineering)
- Communication
- Comparative Sociology
- Computer Science (BS, computer science/business)
- Economics (BA, BS)
- Education (elementary, secondary)
- English (literature, writing)
- Foreign Languages and Literature (B.A., international affairs, course offerings in French, German, Spanish, Japanese, Chinese, Latin, Greek)
- Geology
- History
- Mathematics (BS, math education)
- Music (BA, BM, piano, voice, organ, instrumental, choral, music education, church music, music business)
- Natural Science (chemistry, geology, physics)
- Occupational Therapy
- Philosophy
- Physical Education (BA, BE, teaching, coaching, leisure studies, sports medicine)
- Physics (BA, BS, 3/2 engineering)
- Politics and Government
- Psychology
- Public Administration
- Religion
- Theatre Arts (performance studies, dramaturgy, scenography)

Other Programs

Pre-Professional Training:
- Engineering (3-2)
- Law
- Medicine
- Dentistry
- Veterinary Science

Non-degree Programs:
- Aerospace Studies
- Arts, Literature and Religion
- Career Development
- Classics
- Humanities
- Honors
- Learning Skills
- Women Studies

Graduate Programs:
- Education (administration, counseling, instruction)
- Law
- Occupational Therapy
- Physical Therapy

The Graduates

Within one year of graduation:
20% are pursuing advanced degrees
65% are employed
9% are employed while pursuing advanced degrees
6% are engaged in other activities

Those working are in:
30% Business
25% Education
15% Medicine and science
5% Government and social science
5% Law
2% Communications
18% Other
Within five years of graduation 52% are engaged in or have completed advanced degrees

Some Accomplished Scholars

1978 Ellen Danes, Fulbright Scholar
1978 Joyce Tamashiro, National Science Foundation Fellow
1978 R. Bradley Severtson, Rhodes Scholar
1979 Victoria Klein, Rotary Foundation Fellow
1980 Terry Castle, Junior Fellow, Society of Fellows, Harvard
1980 Mike Cummings, Fulbright Scholar
1980 Jean Wilkinson, Fulbright Scholar
1980 Robert Jones (J.D.), Rotary Foundation Fellow
1982 Scott Jackson, Rotary Foundation Fellow
1982 Gay Gellhorn (J.D.), Clerk, U.S. Supreme Court
1982 Phyllis Jestice, Phi Kappa Phi National Fellow
1983 Amy Helmon, Presidential Scholar
1984 Linda L. Pope, Truman Scholar
1984 Siri Wilbur, Presidential Scholar
1985 Ian A. Northrip, Truman Scholar
1985 Robin Paul McRae, Phi Kappa Phi National Fellow, National Science Foundation Fellow

The Residences

8 on-campus residence halls
3 on-campus chalets
4 on-campus A-frames
8 on-campus Greek Society residences
Honors Program House
4 foreign language houses
53 university-owned homes near campus

Greek-Letter Societies

Fraternities—
Beta Theta Pi
Kappa Sigma
Phi Delta Theta
Sigma Alpha Epsilon
Sigma Chi
Sigma Nu

Sororities—
Alpha Phi
Delta Delta Delta
Gamma Phi Beta
Kappa Alpha Theta
Kappa Kappa Gamma
Pi Beta Phi

Clubs & Associations

Amnesty International—human rights awareness group
Art Club—visits galleries in Tacoma and Seattle on Thursdays
Association of Politics and Government Students—organization of political science majors
Black Student Union—dedicated to a unified community for academic and cultural advancement
CEI—Collegiate Entrepreneurs, Inc. students interested in small business and entrepreneurship
Circle K—Kiwanis service organization
Feminist Student Union—dedicated to the elimination of sexism and racism
Hui-O-Hawaii—residents and friends of the 50th state
Model United Nations—studies and debates in political and world issues
NCAA Volunteers for Youth—athletes working with underprivileged children
Outing Club—sponsors recreational outdoor activities
Pre-Law Society—students interested in legal careers
Sailing Club—competes with schools in Washington, Oregon, and British Columbia
SPTA/SOTA—Students of the Physical Therapy Association/Students of the Occupational Therapy Association
Tae Kwon Do—martial arts club emphasizing physical and mental strengths
V.I.S.A.—Volunteers in Service to Admission

Student Media

The Trail—official student news weekly
Crosscurrents Review—student art and literary magazine
KUPS-FM—campus radio station
Tamanawas—Associated Student yearbook

Student Programs

The Cellar
Lectures
Campus Films
Community Volunteer Center
Cultural Events
Dances
College Bowl
Special Events
Parents Weekend
Popular Entertainment
Tours and Travel
Showcase Entertainment
Sound and Lights

The Performance Facilities

Inside Theatre
Jacobsen Recital Hall
Kilworth Chapel
Memorial Fieldhouse
Student Union Building

Athletics and Recreation

10 intercollegiate women's sports—basketball, crew, cross-country, skiing, soccer, softball, swimming and diving, tennis, track and field, volleyball
11 intercollegiate men's sports—baseball, basketball, crew, cross-country, football, golf, skiing, soccer, swimming, tennis, track and field
Member of both NCAA Division II and NAIA
20 intramural sports
2 club sports—lacrosse, water polo

Easy Access to:
5 major ski area/resorts—1½ hours
Sailing—15 minutes
Scuba diving—15 minutes
Freshwater fishing—1 hour
Hiking, backpacking—1 hour
Puget Sound beaches—15 minutes
Pacific Ocean—2½ hours
Over 2,000 miles of shoreline on Puget Sound
Mountains—Olympic Range to the west, Cascade Range to the east

The Athletic Facilities

Memorial Fieldhouse
Tennis/racquetball pavilion
Wallace pool/gym
Baker stadium
Outdoor tennis courts
All-weather track
Baseball/softball field
Intramural playfields

Honoraries

Alpha Kappa Psi—national business students honorary
Alpha Psi Omega—national drama students honorary
American Chemical Society—campus chapter of the national organization
Angel Flight (women) and Arnold Air Society (men)—national honoraries of Air Force Reserve Officers Training Corps Cadets
Mortar Board—service honorary recognizing student members for scholarship, leadership, service
Phi Beta Kappa—the nation's most distinguished academic honorary, membership by election
Phi Kappa Phi—distinguished scholastic honorary, membership by election
Phi Sigma—national biology students honorary
Phi Kappa Delta—national forensics honorary
Psi Chi—national psychology students honorary
Sigma Alpha Iota—national women's music honorary
Spurs—sophomore service honorary

Music Groups

Jazz Band, Wind Ensemble, Adelphian Concert Choir, University Symphony Orchestra, University Chorale, University Madrigal Singers, Tacoma Symphony Orchestra, Puget Sound-Tacoma Civic Chorus, University Band, Chamber Ensembles, Opera Workshops

University of Puget Sound
Application for Advanced Standing/ Transfer Student Admission

For admission to: Fall ☐ Spring ☐ Summer ☐ Summer Only ☐ 19_____

Please type or print.

PERSONAL DATA

Legal name:_____ Sex:_____
Last First Middle (complete) Jr., Etc.

Prefer to be called:_____ (nickname) Former last name(s) if any:_____

Social Security number, if any: ☐☐☐ ☐☐ ☐☐☐☐

Mailing address:_____
Number and Street

_____
City or Town State Zip

Telephone at mailing address:(____)_____
Area Code Number

Permanent home address:_____
Number and Street

_____ State of legal residence_____
City or Town County State Zip

Permanent home telephone:(____)_____
Area Code Number

Birthdate:_____ Of what country are you a citizen?_____ Type of Visa_____ Visa number_____
Month Day Year

IN CASE OF EMERGENCY, PLEASE CONTACT

Name:_____ Relationship: Parent ☐ Guardian ☐ Spouse ☐ Other ☐

Address:_____ Telephone:(____)_____
Number and Street Area Code Number

_____
City or Town State Zip

Any health/medical problems or limitations of which we should be aware:_____

_____

The following items are optional.

Place of birth:_____ Marital status:_____

Religious preference:_____

What is your first language, if other than English?_____

How would you describe yourself: (Please check one)

☐ American Indian or Alaskan Native
☐ Asian or Pacific Islander (including Indian subcontinent)
☐ Black (non-Hispanic)
☐ Hispanic (including Puerto Rican)
☐ White, Anglo, Caucasian American (non-Hispanic)
☐ Other (Specify)

EDUCATIONAL EXPERIENCE

Last High School Attended: _____
Name

_____ _____ _____
City or Town *State* *Zip*

Last grade completed: _____ Graduation Date: _____

Please list all colleges and universities you have attended beginning with the college in which you are presently or were most recently enrolled. Failure to be complete may be considered a breach of academic honesty and may result in dismissal from the University.

School	City, State, Zip	Dates	Degree	Enrollment Status
		From: To:		☐ Less than halftime ☐ Halftime or more
		From: To:		☐ Less than halftime ☐ Halftime or more
		From: To:		☐ Less than halftime ☐ Halftime or more
		From: To:		☐ Less than halftime ☐ Halftime or more

If you previously attended Puget Sound, which campus? _____

Please check all of the standardized examinations you have completed:

Examination	SAT ☐	ACT ☐	WPCT ☐	GRE ☐	GMAT ☐	GED ☐	CLEP ☐
Date Completed or to be Completed Month/Year	/	/	/	/	/	/	/

List significant work experiences _____

Present employer _____ How long employed? _____
Firm *City*

COLLEGE PLANS

What major course do you expect to follow here? First Choice _____ Second Choice _____

Do you plan to complete requirement for a degree here? _____ Baccalaureate ☐ Masters ☐ Fifth Year ☐ Other _____

What extracurricular activities do you plan to pursue? (i.e., athletics, student government, music, etc.): _____

_____

_____

Will you be a candidate for financial aid? Yes ☐ No ☐ If yes, the Financial Aid Form (FAF) was/will be filed on: _____

Do you plan to live in Campus Housing? Yes ☐ No ☐

My signature below indicates that all the information in this application is factually correct and honestly presented.

Signature _____ Date _____

NOTE:

ALL APPLICANTS FOR ADVANCED STANDING MUST SUBMIT APPLICATION FORM, $20 PROCESSING FEE, AND OFFICIAL TRANSCRIPTS FROM EACH COLLEGE ATTENDED. HIGH SCHOOL TRANSCRIPTS MUST ALSO BE SUBMITTED IF YOU HAVE COMPLETED LESS THAN ONE YEAR OF COLLEGE LEVEL WORK. DISREGARD PROCESSING FEE IF YOU HAVE PREVIOUSLY APPLIED.

Return to: Office of Admission, University of Puget Sound, 1500 North Warner, Tacoma, Washington 98416-0003
Telephone (206) 756-3211

CALENDAR, 1986-87

Fall Semester 1986

New Student Orientation and Registration
August 22-September 1
Classes Begin September 2
Thanksgiving Holiday November 27-30
Reading Period December 11-12
Final Exams December 15-18

Spring Semester 1987

Classes Begin January 20
Spring Recess March 16-20
Reading Period May 7-8
Final Exams May 11-14
Commencement May 16

For Information

George H. Mills, Jr.
Dean of Admission
University of Puget Sound
Tacoma, Washington 98416-0003
(206) 756-3211

Departmental Telephone Numbers

Academic Advising	(206) 756-3491
Admission	(206) 756-3211
Financial Aid & Scholarships	(206) 756-3214
Residential Life Office	(206) 756-3317

COME VISIT US!

You have a standing invitation to visit the campus of the University of Puget Sound. Simply mail the reply card at least two weeks in advance of your planned date of arrival or telephone the Office of Admission at (206) 756-3211.

Counseling/Campus Tours

Admission counselors and student tour guides will meet visitors every Monday through Friday from 9 a.m. to 4 p.m. and most Saturdays by appointment.

The Office of Admission is closed Sundays and will be closed during Thanksgiving and Winter Holidays.

Class Visits

When classes are in session, you are welcome to sit in. Be sure to specify two or three choices on the reply card. If a class visit cannot be arranged, we will attempt to schedule an appointment with the professor.

Overnight Accommodations

Overnight accommodations in University housing, Monday through Thursday. Bring a sleeping bag. There are also several hotels within a short distance of campus.

ERIC Clearinghouse for
Junior Colleges
OCT 2 4 1986

To Arrange a Campus Visit

simply complete this card and drop it in the mail.

To Arrange a Campus Visit simply complete this card and drop it in the mail.

Please arrange:

Name _____ ☐ Male ☐ Female ☐ An appointment with an admission counselor

Address _____ ☐ A campus tour

City _____ State _____ Zip _____ ☐ Visits to these classes _____ (list subjects)

Phone ( ) _____
area code

Last College Attended _____ Date _____

City _____ State _____ Zip _____ ☐ Overnight accommodations (one night only, Monday through Thursday) for the night of _____
(You will need to bring a sleeping bag.)

Class Standing _____ ☐ Applied to Puget Sound? ☐ Accepted?

I would like to visit on _____ at _____ a.m. p.m.
Month/Day/Year

Transfer